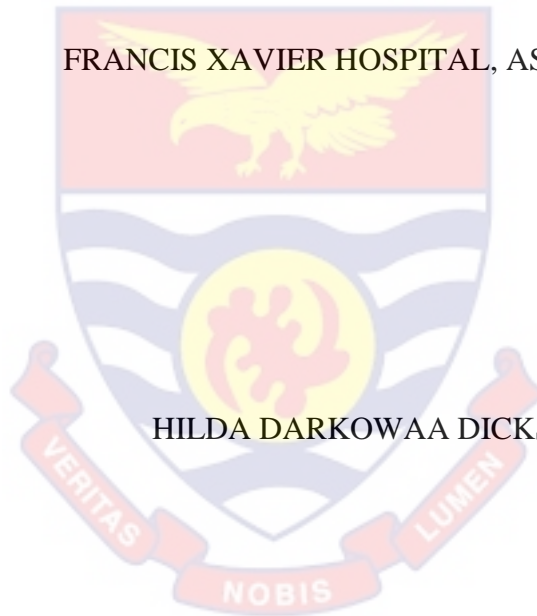UNIVERSITY OF CAPE COAST

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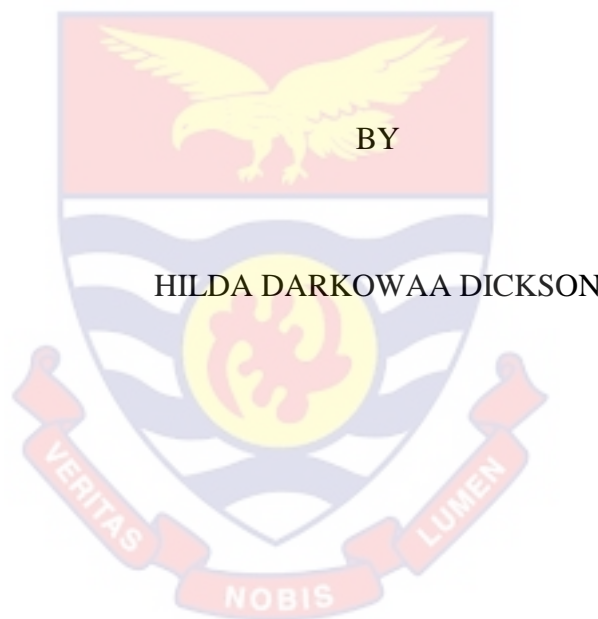
FRANCIS XAVIER HOSPITAL, ASSIN FOSO

HILDA DARKOWAA DICKSON

2025

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TALENT MANAGEMENT AND SUSTAINABLE ORGANISATIONAL

GROWTH: THE ROLE OF ORGANISATIONAL CLIMATE AT THE ST.

FRANCIS XAVIER HOSPITAL, ASSIN FOSO

BY

HILDA DARKOWAA DICKSON

Thesis submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfillment of the requirements for the award of Master of Commerce Degree in Management

FEBRUARY 2025

DECLARATION

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature………………………………. Date………………

Name: Hilda Darkowaa Dickson

Supervisors' Declaration

I hereby declare that preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature………………. Date…………………

Name: Prof. Nicodemus Osei Owusu

ABSTRACT

The aim of this study was to examine talent management and sustainable organisational growth: the role of organisational climate at the St. Francis Xavier hospital, Assin Foso, Ghana. There were three main specific objectives, among them were to assess the influence of dimensions of talent management on sustainable organisational growth of staff at St. Francis Xavier hospital; organisational climate on sustainable organisational growth of staff at St. Francis Xavier hospital and the mediating role of organisational climate on talent management and organisational sustainable growth nexus staff. The study was based on the views of One Hundred and Fifty-Four (154) nurses and administrators from the study area. It was a quantitative study with self-administered questionnaire as the main research instrument. The results from the survey were processed with the help of the Statistical Package for the Social Sciences (SPSS v26.0) and the Smart PLS 3 (v 3.3.8) software. The Structural Equation Model (SEM) was the main multivariate statistical analysis technique used in the study. The independent constructs were: talent acquisition, talent development and talent retention. The mediating variable was organisational climate. The dependent construct was sustainable organisational growth. The results of the study concluded that employees are able to improve more on sustainable organisational growth when the required organisational climate is provided. The study therefore recommended that, the leadership at the St. Francis Xavier Hospital put mechanisms in place which allow employees to experience an innovation supportive climate.

KEYWORDS

Organisational climate

Sustainable organisational growth

Talent acquisition

Talent development

Talent management

Talent retention

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Dr. Nicodemus Osei Owusu of the Department of Management, for his professional guidance, advice, encouragement and the goodwill with which he guided this work. I am very grateful.

I am also grateful to Mr. Samuel Opoku for his generous contribution to make this work better. Finally, I wish to thank the Hospital Sisters of the Sacred Heart of Jesus, my family and friends for their support.

DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

Talent management is a critical factor in achieving sustainable organizational growth, particularly in the healthcare sector, where skilled personnel play a vital role in service delivery. Effective talent management strategies help organizations attract, develop, and retain competent employees, ensuring long-term stability and efficiency. However, the success of these strategies is influenced by the organizational climate, which encompasses the work environment, leadership style, employee relationships, and overall culture within the institution. This chapter examines the relationship between talent management and sustainable organizational growth, with a focus on the role of organizational climate at St. Francis Xavier Hospital, Assin Foso. By analyzing how the hospital's work environment impacts talent retention, employee performance, and institutional development, the study aims to provide insights into best practices for fostering a supportive and growth-oriented organizational climate.

Background to the Study

Due to a wide range of factors such as globalization and competition, organisations are striving to maintain their position in the global marketplace. Human capital is the most significant resource in any organisation; therefore, organisations are shifting their focus from merely enhancing efficiency and differentiating their products and services to investing in their intangible resources (Mensah & Bawole, 2019). Effective human resource management enables organisations to achieve their goals and sustain long-term development and

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performance. According to Otoo, Assuming, and Agyei (2021), an organisation's growth and success depend on placing the right employees with the right skills in the right roles at the right time. Talented employees are viewed as the key drivers of sustainable competitive advantage and exceptional performance.

Attracting and retaining top talent is more challenging than simply overcoming a lack of resources (Boateng & Abor, 2018). Research indicates that only 3 to 5 percent of employees in an organisation qualify as top talent (Collings, Scullion, & Caligiuri, 2019). Talent is a crucial factor in organisational expansion and sustainability. Mensah (2019) defines talent as an individual's skills, knowledge, experience, intellect, and credentials, along with their ability to learn and improve (Farndale, Scullion, & Sparrow, 2020). To achieve organisational objectives efficiently and effectively, it is essential to recruit highly talented employees who exhibit a strong commitment to their organisation. Their motivation enhances productivity and profitability, ultimately driving business success.

Human capital is a critical resource that provides organisations with a competitive edge, fosters exceptional achievements, and facilitates growth (Otoo et al., 2021). Consequently, companies must develop and implement global talent management strategies to remain competitive (Brewster, Chung, & Sparrow, 2020). Talent management plays a pivotal role in ensuring that an organisation meets both its operational and strategic objectives, enabling it to function at an optimal level (Krishnan & Scullion, 2022).

Kamoche and Siebers (2019) emphasize that the current economic climate has heightened the urgency of sustainability in all sectors. Sustainability in this

context refers to an organisation's long-term environmental, financial, human, and social benefits. Cheese, Silverstone, and Smith (2020) stress the importance of sustainable human resource practices for businesses worldwide. Similarly, Towers Watson (2018) highlights the increasing need for businesses to focus on strategies that promote long-term prosperity. A robust talent management strategy involves identifying a pool of potential recruits, developing a competitive compensation plan, training and developing employees, and evaluating their performance. By implementing these measures, organisations can enhance their competitive advantage and ensure sustained business growth (Filmer, 2020).

Previous studies have consistently established a strong link between talent management and organisational growth (Collings et al., 2019; Stahl et al., 2020; Krishnan & Scullion, 2022). However, a key unresolved question is how talent management practices can be leveraged to achieve sustainable organisational development. Most of these studies have been conducted in developed nations, such as the United States and Western Europe, where talent management is well established. Governments and organisations in these regions recognise the essential role of human capital and have made significant advancements in culture, economy, and technology. This progress has facilitated extensive research on talent management and its impact on organisational growth.

Nevertheless, many organisations in developing countries, particularly in Africa, have recently adopted talent management strategies similar to those implemented in developed nations. However, some scholars caution against blindly replicating these models, as they may not yield the same results due to contextual

factors such as cultural differences, structural imbalances, and economic variability (Kamoche & Siebers, 2019; Mensah, 2019). Terpstra and Rozell (2021) argue that talent management strategies vary across industries. While this is true, common principles underpin effective talent management. Bergmann (2022) found that there is no universal formula for success in people management, and strategies must be tailored to specific organisational and industry contexts.

The health sector is an area where extensive research has been conducted on talent management. However, few studies have examined this issue within the Ghanaian healthcare industry, which is one of the country's critical sectors (Stahl et al., 2020; Krishnan & Scullion, 2022; Sheehan, Grant, & Garavan, 2018; Dahan, 2018). Human resource challenges, such as inadequate compensation and rising staff turnover, have contributed to a "talent crisis" in the sector, as noted by Ghana's Ministry of Health (Saleh, 2020). These issues underscore the urgent need for talent management assessments in Ghana's health sector. This study uses St. Francis Xavier Hospital in Ghana as a case study to explore the intersection of talent management and sustainable organisational development in the healthcare industry.

Statement of the Problem

Managing talent is founded on the concept that businesses are governed by people, and they are the ones who use corporate assets to produce goods and services that consumers need. Therefore, the better an organisation's people are, the better it will perform. This is why talent management exists: to recruit, develop, and employ the greatest minds in order to achieve superior economic outcomes (Mensah & Bawole, 2019). Organisations have a difficult task in managing talent

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since they compete with one another for the same pool of skilled workers (Collings, Scullion, & Caligiuri, 2020). As Otoo, Assuming, and Agyei (2021) point out, human capital, rather than physical capital, is the most important factor in determining success.

To ensure that firms are future-oriented, which means that they have the right skills in place to grow and perform in an increasingly unpredictable future, talent management is essential for various sectors of an economy. However, firms should not wait for future challenges to try to solve them through talent programs (Brewster, Chung, & Sparrow, 2020). No matter what sector you are in, you are likely to face a scarcity of qualified employees whose abilities do not measure up to the more sophisticated ones that are being sought by employers (Krishnan & Scullion, 2022). Organisations, according to Otoo et al. (2021), should make sure they are better prepared to deal with the challenges of a talent shortage.

The Ghanaian healthcare system has a tremendous job ahead of it in guaranteeing and increasing the health and well-being of its citizens. Although the pandemic has increased the strain on the healthcare system, it is also responsible for tackling poverty-related health issues and coping with an ever-growing population. The Ministry of Health (MoH) argues that development has been slow and that current rates are far from ideal notwithstanding some advances (Badu et al., 2020). It is feared by the Ministry of Health that national averages may be concealing huge disparities across different demographics and geographical regions of the country.

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A "talent crisis" is a term used to describe this problem, which is caused by a lack of accessible talent, an inadequate platform for excellent staff retention, increasing employee turnover, and poor human resource initiatives, such as pay and benefits, in the healthcare business (Saleh, 2020). The challenges facing talent management in Ghana's healthcare sector are multifaceted, including a persistent shortage of skilled healthcare professionals, high employee attrition rates, inadequate training opportunities, and ineffective retention strategies (Asante et al., 2019). Despite efforts to address these issues, a structured, long-term approach to talent management remains underdeveloped, leading to operational inefficiencies and compromised healthcare delivery.

In light of Ghana's recent rebirth in the health sector, highlighting the value of talented people may lead to a successful adoption of talent management methods, as the country has become a popular tourist destination, a place to live, or a place to receive healthcare (Opoku-Danso & Afum, 2022). The increasing demand for healthcare services in Ghana necessitates the strategic development of human resources to ensure sustainable healthcare provision. However, existing research has primarily focused on talent management in general business environments, with limited emphasis on its application in the healthcare sector. This highlights a critical gap in understanding how tailored talent management strategies can enhance healthcare delivery and support long-term sectoral growth.

Globalization has made it possible for skilled people to offer their abilities to companies throughout the globe, rather than only in their own area. Consequently, experts are worried about the potential for strong global competition

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for talent and raise awareness about the methods used to find and develop new and existing human capital (Cappelli, 2019). Research on the management of talent and performance has been done in Ghana in the past (Mensah et al., 2019; Latukha et al., 2021; Kusi et al., 2022). However, existing studies have predominantly examined talent management within corporate environments, with little empirical research focusing on the healthcare industry.

In Ghana, there has been a lack of study on the impact of talent management on the long-term success of the health business (Sidani & Al Ariss, 2018; Waxin & Bateman, 2020). Furthermore, there is insufficient research exploring the mediating role of organisational environment in talent management outcomes within the healthcare sector. Given the unique challenges of the healthcare industry—such as workforce shortages, employee burnout, and limited career advancement opportunities—there is a need for empirical studies that explore how talent management strategies can be adapted to enhance workforce sustainability and service delivery.

To address these research gaps, this study examines the impact of talent management on sustainable organisational development within the Ghanaian healthcare sector, using St. Francis Xavier Hospital, Assin Foso, as a case study. Additionally, the study explores the mediating role of organisational environment in shaping talent management outcomes. By doing so, this research contributes to the literature on talent management by offering industry-specific insights and practical recommendations for improving healthcare workforce sustainability in Ghana and beyond.

Purpose of the Study

The main aim of this study was to examine talent management and sustainable organisational growth: the mediating effect of organisational climate at the St Francis Xavier Hospital.

Research Objectives

The specific objectives of the study were to:

1.   Assess the influence of dimensions of talent management on sustainable organisational growth of staff at St. Francis Xavier Hospital.

2.   Assess the effect of organisational climate on sustainable organisational growth of staff at St. Francis Xavier Hospital.

3.   Examine the mediating role of organisational climate on talent management and organisational sustainable growth nexus staff of St. Francis Xavier Hospital.

Research Hypotheses

Based on objective one, the following hypotheses were tested

H1a: Talent acquisition has a positive effect on sustainable organisational growth

H1b: Talent development has a positive effect sustainable on organisational growth

H1c: Talent retention has a positive effect sustainable on organisational growth

Based on objective two, the following hypotheses were tested

H2: Organisational climate has a positive effect on sustainable organisational growth

Based on objective three, the following hypotheses were tested

H3a: Organisational climate mediates the nexus of talent acquisition and sustainable organisational growth

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H3b: Organisational climate mediates the nexus of talent development and sustainable organisational growth

H3c: Organisational climate mediates the nexus of talent retention and sustainable organisational growth

Significance of the Study

The results of this research would be of enormous benefit to students, researchers, management of St. Francis Xavier Hospital and to other hospitals seeking to attain organisational growth. The study findings can help the St. Francis Xavier Hospital and other related hospitals in evaluating the importance of talent management on their organisational growth in terms of profitability, productivity, sale increases, return on investment and competitiveness. St. Francis Xavier Hospital and other health related institutions are becoming more aware of importance of talent management in this era and this study adds emphasise on the link between talent management and the organisational growth amidst organisational climate.

The St. Francis Xavier Hospital and other health related institutions will also learn from this study and understand the various talent management strategies including talent attraction, talent retention, learning and development and career management which will help them improve on their sustainable organisational growth. The study findings inform the management St. Francis Xavier Hospital on which components of talent management have a better link to the sustainable organisational growth and hence save on costs of conducting research on their organisation because they can rely on this study findings.

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This study would not only benefit the St. Francis Xavier Hospital, Ghana, but it would be of significance for other African developing countries and especially members of the West African community that are culturally, economically and politically similar to Ghana in terms of their health structure. The study will also benefit potential health professionals when making decisions in the direction of their career path.   Finally, the study will be of great benefit to academicians and researchers who would like to pursue the subject further given the exceptional dearth of local data in this particular field.

Limitations of the Study

This research encountered several problems especially gathering appropriate data for the analysis. Generally, apathy was the major problem since some of the respondents failed to answer the questionnaire. The respondents might not have disclosed their actual opinions on certain issues related to the St Francis Xavier Hospital, Assin Foso, Ghana, which could be confidential in nature. Therefore, the bias in their responses was possible. Also, this study talent management and sustainable organisational growth: the moderating effect of organisational climate, with the views from sampled respondents of health professionals, which is a small representation of all the employees at the hospital. This may limit the inferences that can be drawn from this study as their views may not be applied to all the health related institutions in Ghana.

Finally, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted with more interviews conducted, which would have provided an in-depth understanding of issues. Besides, using the

qualitative method would have added to the weight of materials relating to the variables of the study.

Delimitations of the Study

The topic under study was "talent management and sustainable organisational growth: the moderating effect of organisational climate at St. Francis Xavier Hospital, Assin Foso, Ghana". The study is confined to only employees at the St. Francis Xavier Hospital, Foso, Ghana. Talent management components of talent attraction, talent retention, learning and development and career management were the independent variables and the sustainable organisational growth, as the dependent variable. Also, organisational climate was considered as the moderating variable between talent management and sustainable organisational growth. However, other health institutions with similar structures may adopt the findings of this research.

The study focused on talent management, organisational sustainable growth and organisational climate at the St. Francis Xavier Hospital, reference to other sectors was only to either buttress a fact or make a comparison. Its scope was restricted to St. Francis Xavier Hospital, Assin Foso, Ghana. The main respondents for the study were staff at the St. Francis Xavier Hospital, Assin Foso, Ghana. In terms of content, there is countless number of issues that could have been looked at in terms of talent management, organisational sustainable growth and organisational climate.

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Definition of terms

Talent management is the attraction, selection, and retention of employees, which involves a combination of Human Resource processes across the employee life cycle. It encompasses workforce planning, employee engagement, learning and development, performance management, recruiting, onboarding, succession and retention.

A talent management strategy (TMS) is the magic ingredient behind managing an organisation's talent – both current and potential. Talent management is an important business goal for any organisation and talent management strategy can give the competitive edge to any organisation.

Sustainable growth encompasses a business model that creates value consistent with the long- term preservation and enhancement of financial, environmental and social capital.

Organisational growth is a stage a company reaches when it can consider expansion and may look for additional options to generate more revenue. Organisational growth is often a function of industry growth trends, business lifecycle and the owners' desire for equity value creation.

Organisational climate is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organisation, while an organisation culture tends to be deep and stable.   Although culture and climate are related, climate often proves easier to assess and change.

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Organisation of the Study

The study was made up of five (5) chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on talent management, sustainable organisational growth and organisational climate. It investigated talent management and its' influence on sustainable organisational growth, with literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four presented the data analysis and the findings based on research questions. Chapter five provided an interpretation of the results based on the findings and provides recommendations for further studies to be conducted.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter serves as the basis for the development of the study. The purpose of this chapter was to review the relevant literature on talent management and sustainable organisational growth: the role of organisational climate. In general, the review of the literature on the subject matter indicates that the area to be covered on talent management is extensive and as such a more careful search was therefore needed. In the light of this, based on the research objectives there are four main areas that have been considered for this review. Amongst them are the dependent variable organisational climate and the independent variables of talent acquisition, talent development, and talent retention which are considered as the dimensions of talent management in this study. This chapter therefore dealt with the theoretical review which served as the theoretical foundation of the study, the empirical review, the conceptual review and the empirical framework which put the study into context.

Theories Underpinning the Study

This study is underpinned by two major theories namely the Human Capital Theory and the Social Exchange Theory. These two theories were selected because they provide the link between talent management related concepts and organisational growth, and outcomes such as commitment, performance and creativity.

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The Human Capital Theory

Schultz (1961) proposed the Human Capital Theory, which Gary S. Becker elaborated on in his study on the economics of training supplied by employers (1962, 1964). Subramony, Segers, Chadwick and Shyamsunder (2018) define human capital as the knowledge, skills, and competencies of people that have economic worth to an organisation. Human capital is defined by the Organisation for Economic Cooperation and Development (OECD, 2001) as "the knowledge, skills, abilities and traits that people embody and that promote the production of personal, societal and economic well-being.

Employees are needed to gain information that enhances their ability to do economic value-added tasks, according to Singh, Mittal, Sengupta, and Pradhan (2019). He regards human capital as akin to physical capital, such as factories or machinery. He consequently believes that investments may be made in personnel via management, education and empowerment and the productivity of the investment relies in part on the rate of return on the investment. There is little doubt in Bassi and McMurrer (2016) that, in terms of recognizing human capital investments, Becker's human capital theory has shown itself to be a strong one.

According to human capital theory, a company's most valuable resource is its employees, who possess a diverse set of abilities and perspectives that are critical to achieving its goals. These abilities, skills, competences, knowledge amongst others can only be fostered via management of the employee. Through talent management, firms will increase their human capital basis for better employee creativity. The thesis suggests that individuals are worth investing in as a sort of

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capital. Hence, Kurdi and Alshurideh (2020) believe that the creativity and performance of workers and the outcomes obtained may be seen as a return on investment in the recruitment, development and retention of their particular potential. Investment in workers is gaining attention since organisations' greatest assets are their human resource base, and they reap what they sow in terms of increased innovation inside an organisation as a result of investing in its people. Organisations that have an ambition to surpass their competition can only achieve it with individuals who have the essential ability, skills, knowledge and abilities. This may be accomplished by making an investment in the management of talent.

Social Exchange Theory

An explanation for the psychological contract that exists between an employee and his or her employer was given by Blau (1964). This is a critical factor in deciding the behavior of workers in the workplace. According to the psychological contract theory, the theory is based on an implicit agreement between the employer and employee that is known as the psychological contract (Hadi, Alnoor, Ismail, Eneizan & Makhamreh, 2019). Based on the rationale that workplace relationships include the exchange of two (2) types of resources, economic and social according to Ahmed, Khuwaja, Brohi, Othman & Bin (2018). Money and other tangible possessions might be considered economic resources, but the idea suggests that the most valuable social resources are those that are based on mutual affection, esteem, and support.

The reciprocity rule is emphasized in the social exchange theory. Individuals will repay the good deed of the organisation by being innovative and

increasing their performance in the workplace when they are supported by their employer in a manner such as hiring, training, developing, and keeping talented employees. As a result of what the organisation has done to them, the workers make every effort to stay loyal to it. Programs aimed at recruiting, developing, and keeping workers, as well as those that build a sense of reciprocity among employees, encourage employees to contribute their talents and abilities to the company's success (Hadi & Ahmed, 2018). In this way, employers communicate to their workers that they care about their well-being, are concerned about reciprocation, and are committed to the organisation by giving them with attracting and growing possibilities to better their potential.

Effective employee creativity, according to Hadi and Ahmed (2018), relies on this idea since it not only helps decide but also maintains creative people. According to this view, workers want to get the most out of their relationships with the company in order to maximize their own personal gains (Morgan, 2017). As a result of the employer's rules, processes, and other enactments, workers tend to attract and develop their talents in line with these enactments, according to the social exchange theory (Mannion, Blenkinsopp, Powell, McHale, Millar, Snowden & Davies, 2018). Employees' impressions of their employer may be based on a relationship between the employee and employer, according to this notion (Cropanzano, Anthony, Daniels & Hall, 2017). As a result of the notion of social exchange, firms may recruit, train and develop as well as retain outstanding personnel.

Conceptual Review

Talent

A wide range of approaches have been used to identify talent, which has been regarded in a variety of ways by diverse scholars. Many other definitions of talent have been proposed, including those that focus on specific people within an organisation that exhibit particular characteristics indicative of talent, as well as the idea that refers to declarations of need. It was pointed out that Meyers' preferred definition of talent was offered by Gagné (2020): "talent signifies the exceptional mastery of systematically cultivated talents and knowledge in at least one sector [of human effort]' (paraphrasing).

To Hasanpour, Jafarinia, and Memari (2019), the word talent refers to a person's worth or inherent talents. In addition, they claim, organisational talent may be divided into three categories: knowledge, skills, and talents of an individual; a particular person; and a group. The term "talent" may also be used to the whole workforce in certain organisations. There is also evidence that talent is defined as those people who can have an immediate impact on an organisation's performance or, in the longer term, demonstrate the greatest levels of potential. CIPD's working definition of talent is thus: (CIPD, Talent Management: an overview, 2013). Critical talent, as defined by Santhoshkumar and Rajasekar (2012), is a highly-developed skill and deep understanding of not just the task itself, but also how to make things happen inside the business.

Talent, according to Till and Baker (2020), is something that people believe is natural; it can be purchased; it can be developed at a young age; it can also be detected and nurtured early on. People may be divided into two categories based on

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their thinking, according to Dweck (1999), the psychologist who first proposed the notion of mindset. Fixed-minded individuals believe that their skill is fixed and so make no effort to improve it. In contrast, those who have a growth mentality strive hard to improve their abilities via practice and dedication. Great individuals, according to Carol Dweck (1999), all have a mentality that encourages learning and improvement. As a result, there are a wide range of views on whether or not talent can be produced. But Sakineh, Ali, Kamaladdin, and Nader (2012) contend that our language misleads us into believing that genius is unchangeable, while in reality it can be honed via careful practice.

A person's talent may be defined in a variety of ways, such as a mix of high performance and high potentials, as a combination of performance and potentials, or as an individual strength - which can encompass nearly everything that a person is excellent at. The problem arises from the fact that we do not talk about talent in the same language since we all have various definitions of what it means to be gifted. The work of Shahi, Farrokhsheresht, Taghipourian, and Aghajani (2020) focuses on what is visible and quantifiable, namely conduct, and they define talent as the capacity and capability to execute well what is required. The terms "present ability" and "potential capability" are used interchangeably here.

Talent Management

Talent management's lack of definition, breadth, and overarching objectives is concerning, say Cappelli and Keller (2014). There are three distinct ways to look at talent management from their point of view. Recruiting, selection, development, and career and succession planning are some examples of common

human resource techniques, roles, activities, and specialties that fall under the umbrella term "talent management." Secondly, the notion of talent pools, which refers to talent management as a collection of activities meant to guarantee a sufficient flow of individuals into roles, is addressed in this viewpoint of talent management. The third approach on talent management focuses on talent without respect to organisational boundaries or particular jobs. Despite the fact that these three views do not give any insight into how to manage talent, the explanation of the ideas is nevertheless important to writers (Claus, 2019; Meyers, Van Woerkom & Dries, 2013).

A short description of talent management was offered by Gallardo-Gallardo, Thunnissen and Scullion (2020), who said that it is an active management method used by enterprises to recognize the talent of workers to benefit the work team and the overall company. People who have the necessary skills and aptitude to meet business needs are what we call "talent," according to Mohammed, Hafeez-Baig, and Gururajan (2018), who argue that talent management is the implementation of integrated strategy-and-processes designed to increase productivity in the workplace.

One thing that stands out about the talent management process is the lack of any effort to define it. Pandita and Ray (2018) use Lewis and Heckman's definition, which states that "talent management" does not have a single, comprehensive meaning. Consequently, a fourth stream was created, which "emphasizes the identification of critical positions that have the ability to differently affect the competitive advantage of the organisation". A researcher's

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struggle to describe talent management in one specific approach is indicated here. Practitioners are baffled by the variety of terminology available, which represent various points of view on talent management. Talent management is often defined as "the process through which organisations find, select, and develop the appropriate individuals to help them reach their full potential and, as a result, improve the performance of the business" (Pandita & Ray, 2018).

According to O'Connor and Crowley-Henry (2019), although it is difficult to establish a clear definition of Talent Management, the definitions tend to group into three main meanings. The notion of talent pools is the focus of the first set of Talent Management definitions. The writers of this book see Talent Management as a collection of procedures aimed at guaranteeing that the business has a sufficient supply of personnel with the necessary skills and abilities to meet its demands (Chakraborty & Biswas, 2019; Collings, Mellahi & Cascio, 2019; Ford, 2017). To ensure that the company has a sufficient supply of talent to fill current and future openings, the Talent Management activities in this case are conducted with an explicit goal. Many of these procedures are comparable to succession planning or workforce management; making sure that workers are promoted to new jobs as necessary because of organisational demand, production demands or staff turnovers.

Second, we'll talk about what it means to have "talent" as a whole. Using this method, workers are categorized into groups based on their worth (talent) to the company. Talented personnel should be handled according to their performance levels, according to the recommendation. In order to keep the best employees, they

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are sought out, employed, and compensated differently (Nguyen, 2020; Michael, 2019; Gajda, 2017). Employees are classified as "A", "B", and "C" Players (to denote top, competent, and poorest performances, respectively) under this strategy and the growth of A players, retention of B players, and development or termination of C players are encouraged (Al Awadhi, 2018; Gallardo-Gallardo & Thunnissen, 2019).

Recruiting, selection, training, and evaluation of performance are all included in the third set of definitions for "Talent Management" (Payanta, Karjaya & Miller, 2020; Claus, 2019; Tafti, Mahmoudsalehi, & Amiri, 2017). Talent Management is a collection of HR procedures that must be linked with organisational strategy in order to guarantee that human capital can satisfy organisational goals, according to the authors of this paper. "Talent Management is the process of recruiting, on-boarding, and developing as well as the strategies connected with those activities in businesses",according to Hartley (2004). However, this definition does not emphasize how Talent Management (TM) has grown from an administrative procedure to an ongoing organisational activity with a strategic focus that promotes organisational objectives (Rotolo, Church, Adler, Smither, Colquitt, Shull & Foster, 2018).

To summarize, talent management is the use of an integrated set of HRM activities in order to ensure that a company recruits, keeps, motivates, and develops the talented individuals it needs now and in the future. This is what the aforementioned definitions imply. So it is crucial not just to recognize outsiders' contribution, but also to keep in mind that the notion takes into account the current

talent in an organisation. Talent Management definitions encourage using multiple Human Resource procedures and line management responsibilities matched with business aims in an effort to increase the retention of workers

Concept of Talent Management

Recent years have seen an increase in the amount of attention paid to the topic of talent management, making it a significant area of study in the field of human resource management (Tansley, Kirk & Tietze, 2013). Organisational performance and competitive advantage have grown out of previously unknown phenomena (Nasiri & Bageriy, 2020). Researchers in the early stages of talent management concentrated primarily upon the definition of talent (Tansley, 2011), as well as the definition of the phenomenon (Tansley, 2011). (Iles, Chuai & Preece, 2010). "Activities and processes that involve the systematic identification of key positions that differentially contribute to the organisation's sustainable competitive advantage" (Collings & Mellahi, 2009, p. 5) are now conceptualized as "the systematic identification of key positions that contribute to the organisation's sustainable competitive advantage".

It also has something to do with the creation of a human resource architecture that makes it easier to fill important roles and ensures that key personnel are committed to the organisation's goals. Talent management studies tend to focus on the strategic components of the discipline (Harris, Craig & Egan, 2010), but there is also a good deal of study on best practices in the literature (Goldsmith & Carter, 2010). Theoretical and empirical attention has been paid to the link between talent management and organisational development and

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performance, but scholars have yet to come to good, empirically proven findings in this field (Azmi, 2011). Al Ariss, Cascio, and Paauwe (2014) argue that talent management may be considered at several levels of analysis, including individual, organisational, institutional, national, and international.

Literary skill is likewise a hot topic of discussion. Talent may be defined as the traits of individuals, inherent ability, expertise in a profession, dedication, fit to the context, as all workers (inclusive approach) and selected employees, in particular top performers and high potentials. Talent management should be approached from a dialectical viewpoint, according to Dries (2013), who effectively argues that there are several conflicts in the study on talent and talent management.

Studies reveal that academics' interpretations of talent management varies significantly (Meyers, van Woerkom, Paauwe & Dries, 2020; McDonnell, Lamare, Gunnigle & Lavelle, 2010). As Huang and Tansley (2012) point out, talent management is a controversial topic that merits additional research. There are many different interpretations of the phrase Talent Management in today's society, each reflecting an important change in the way humans interact with one another. While recruiting for top-level roles was a primary concern, so was identifying and evaluating traits that indicate managerial success, both of these issues were also addressed early in the process (Collings, Mellahi & Cascio, 2019). More exact definitions have arisen in the HR area throughout time as it has evolved.

Collings and Mellahi's definition are one of the most often used, despite the fact that it is very ponderous (2009). the systematic identification of key positions

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that contribute to the organisation's long-term competitive advantage, the development of a pool of high-potential and high-performing incumbents to fill them, and a differentiated human resource architecture that makes it easier for competent incumbents in those positions to be hired and ensures their cohesion," according to the Talent Management definition (p. 304).

According to the same authors, Talent Management systems should begin by defining essential organisational positions or mission-critical functions that must be performed. Assumes a readiness to accept the presence of strategic positions above non-strategic ones in organisations. This strategy is based on the premise that a pool of qualified candidates should be established from which to recruit for open jobs. As a result, recruiting is handled in accordance with the needs of the function, and it is carried out using a mix of "internal development and external recruitment" (p. 308). It is suggested by the authors that firms should strive to increase employee engagement and retention by cultivating a positive work environment that encourages workers to go above and beyond the call of duty and engage in extracurricular activities.

Talent Management in the Public Sector

Public sector talent management is a concept that comprises recruiting, training, developing and retaining essential people while also taking into consideration the client's strategic objectives (Kravariti & Johnston, 2020). Several studies have revealed that public sector organisations have a substantial challenge when it comes to using talent management methods. A study by Koketso (2011) found that people quit their jobs in local government to pursue greater opportunities

for growth and advancement in the private sector. About ninety-percent of those polled felt that there was a mismatch between their education, training, and job placement in local government, so these outcomes are not shocking. The absence of managerial assistance in terms of mentoring and coaching also irritated participants. Most public service managers, according to a Public Service Commission study from 2010, lack human resource competence, such as remuneration, recruiting and selection, management of performance, organisational growth safety and wellness. A well-managed public sector workforce necessitates the use of these procedures (Cross Walker, 2020; Schuler, Tarique & Jackson, 2011).

Research by Theron et al. (2014) found that professors are the most likely to leave their positions because of inadequate performance management and remuneration policies in South African public higher education institutions. Barkhuizen et al. (2014) found that in a public higher education institution, talent management practices such as workforce planning, talent development, and retention strategies were underutilized among support staff, resulting in lower levels of job satisfaction and a commitment to the institution's mission.

Talent Management by the Lens of the Dialectical Perspective

The dialectical approach to organisational phenomena is based on the notion that strategic challenges inside organisations are complicated and simple solutions are difficult to come by. Contradictions, difficulties, tensions, paradoxes, and paradoxes are all found in the domain of organisational life (Glaister, Al Amri & Spicer, 2021). In order to grow a company, managers must be adept in spotting and

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resolving inconsistencies so that each opposing force may be used to its full potential.

An approach to talent management based on the dialectical viewpoint means looking for contradictions in the field and striving to reconcile them and achieve a balance that spans the trade-off line between the two opposing forces. Even more importantly, managers must recognize these forces and make efforts to reconcile them as well as to embrace colliding events that are vying for dominance and power (Lee & Rezaei, 2019). Accepting that talent management is riddled with contradictions and uncertainty is also necessary (Lee & Rezaei, 2019). Talent management is riddled with contradictions, such as: individual vs. teamwork, individual effectiveness vs. potential, universal solution specificity vs. unified global solution, open vs. closed recruitment, egalitarian egalitarianism (McDonnell & Wiblen, 2020; Ingram, 2016). Consciousness of reconciling strategic conflicts should lead to enhanced organisational development and performance, according to the theory underpinning the dialectical approach. This means that reconciling strategic contradictions in talent management should also lead to satisfied results.

Talent Management Practices (TMP), Talent Identification (TI), Talent Development (TD), Succession Planning (SP) and Talent Retention (TR)

The growing meadow of talent management (TM) is an exercise in a set of concepts and a comprehensive study. Organizing the identification, growth, and preservation of a talent group inside a company is referred to as talent management (Younas & Waseem Bari, 2020). As a result of this, "It is an organisational activity that begins with the systematic identification of key positions, the creation of a

talent pool for these positions (through internal talent segmentation and nomination), followed by succession planning, development, and retention of the talent, that is, "the high performers, who help in achieving the organisationss strategic priorities and a sustainable competitive advantage" (Jyoti & Rani, 2014, p. 227).

The first stage in TMP is to identify the right people in an organisation who have the expertise and skills to ensure the long-term and extreme wellbeing of the organisation (Piansoongnern et al., 2011; Agrawal, 2018). There are three primary components to talent management: recruiting, development, care, and retention (El Dahshan et al., 2018) (see Figure 1). Once a company's top performers are identified, the growth of its pool of high-potential personnel becomes a key component of its talent management strategy (Gao, 2019). When it comes to talent management, the struggle for talent retention (TR) starts at the recruiting stage (Davids et al., 2017). (Bhatnagar, 2007). Nowadays, a hotel's primary goal is to retain and recruit the best and brightest employees at every level of the organisation.

The certification of competent workers' succession planning in line with the organisation's ultimate objective is another major component of TM (Hartmann et al., 2010; Bhatnagar, 2007). It is well-known and used as a foundation for talent management in the workplace (Piansoongnern & Anurit, 2010). The goal of talent retention is to keep personnel in the company for as long as possible. To survive in today's highly competitive business environment, all contemporary organisations have realized the necessity of recruiting, developing and keeping their best

employees. As a result, talent management is shaped by three factors: recruiting, development, and retention.

Talent Management and Sustainable Organisational Growth

With this concept, distinct TM components are identified and linked to worker performance, resulting in sustainable growth as well as organisational success (Al Aina & Atan, 2020; Optimis, 2011). Any organisation's success is largely dependent on the presence of exceptional individuals. Talent Management improves the efficiency and effectiveness of the workforce in the context of work relationships (Kehinde, 2012; Lucy et al., 2015; Goswami, 2016). The current trends in human resources management (HRM) have a habit of disrupting the performance of the employees and the businesses they work for (Goswami, 2016).

A well-managed talent management strategy is critical to an organisation's ability to achieve its objectives and goals (Milky, 2013). They argued in Payambarpour and Hooi that TM is a series of interconnected organisational activities, such as locating and selecting the most capable employees, fostering their growth and development, and ensuring their long-term retention, all of which lead to increased employee commitment and long-term growth for the company as a whole. Talent management and sustainable organisational development in public hospitals are linked, according to Hajy et al. (2013). In the private sector, Mary et al. (2015) discovered a similar connection.

Furthermore, Arif and Uddin (2016) found a link between talent management and sustainable organisational development in the retail sector. Moghtadaie and Taji (2016), on the other hand, found that faculty members

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performance may be improved by focusing on talent development and talent recruitment. Researchers such as Kehinde, Kumar & Sankar, 2016; El Dahshan et al., 2018 have also said that Talent Management has a significant impact on Organisational Performance and development. Organisational Performance can only be accurately assessed with the help of effective talent management, as established by Ogbari et al.

Concept of Organisational Commitment

Effective educational leaders create a common goal and motivate their employees to strive toward that vision, which in turn creates a sense of community (Kouzes & Posner, 1993). The degree of devotion and obligation felt toward a common purpose and the amount of desire to put up effort in order to attain that objective have been characterized as organisational commitment (Camp, 1994; Chen, Chen & Chen, 2010). In other words, it may be described as the degree to which an individual feels a sense of belonging and identification with a certain organisation (Chung & D'Annunzio-Green, 2018; Hulpia, Devos & Rossael, 2009).

The three aspects of organisational commitment are: Affective commitment is the first sign of a company's dedication, and it shows how much a person cares about the firm. Affective commitment is "the employee's emotional connection to, identification with, and engagement in the organisation, according to Meyer and Allen (1997), p.11. Affectively devoted people of an organisation's workforce stay with the organisation because they want to (Meyer & Allen, 1991). Personal employment relationships that support the organisation's aims and values are maintained by members who are emotionally invested in the organisation

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(Dahmardeh & Nastiezaie, 2019; Beck &Wilson, 2000). For those who are emotionally invested in their job, it is known as "affective commitment" (Mustafa, Nordin, Razzaq & bin Ibrahim, 2020; Morrow, 1993).

"An orientation toward the organisation, which binds or attaches the individual's identity to the organisation", says Sheldon (1971, p.148). The degree to which a person feels emotionally invested in and connected to a group or cause is known as "affective commitmen" (Odoardi, Battistelli, Montani & Peiró, 2019). According to Ribeiro, Yücel, and Gomes (2018), the amount to which an individual's demands and expectations about the organisation match their actual experience influences the intensity of their emotional organisational commitment. According to Tetrick (1995, p.589), "value rationality-based organisational commitment" refers to "the degree of value congruence between an organisational member and an organisation".

Types of organisational commitment

Affective Commitment: The organisational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equality, personal importance, feedback, participation, and dependability. Affective commitment development involves identification and internalization (Moussa & El Arbi, 2020). An individual's affective attachment to their organisations is firstly based on identification with the desire to establish a rewarding relationship with an organisation. Secondly, through internalization, this refers to congruent goals and values held by individuals and the organisation. In

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general, affective organisational commitment is concerned with the extent to which an individual identifies with the organisation (Yukongdi & Shrestha, 2020).

Continuance commitment: Meyer and Allen (1997, p.11) in their definition of continuance commitment referred to it as "an awareness of the cost associated with leaving the organisation". It is calculative because of the individual's weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Meyer and Allen (1991, p.67) further state that "employees whose primary link to the organisation is based on continuance commitment remains because they need to do so". This indicates the difference between continuance and affective commitment. The latter entails that individual's stay in the organisation because they want to.

Continuance commitment can be regarded as an active attachment to the organisation, where the individual's association with the organisation is based on an appraisal of economic benefits gained (San-Martín, Jiménez, Rodríguez-Torrico, & Piñeiro-Ibarra, 2020). Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values. The strength of continuance commitment, which implies the need to stay, is determined by the apparent costs of leaving the organisation (Khan, Bashir, Nasim & Ahmad, 2021). Best (1994, p.71) indicates that "continuance organisational commitment will therefore be the strongest when availability of alternatives is few and the number of investment are high".

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This argument supports the view that when given better alternatives, employees may leave the organisation. Meyer and Allen (1993, p.715) also maintain that "accrued investment and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". This implies that individuals stay in the organisation, because they are lured by other accumulated investment which they could lose, such as pension, seniority or organisation specific skills. The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving. Tetrick (1995, p.590) supports the profit view by describing the concept continuance organisation commitment as "an exchange framework whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to keep employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

Normative commitment: Wiener and Vardi (1980, p.86) describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the obligation". Organisational members are committed to an organisation based on moral reasons (McCormick & Donohue, 2019). To Meyer and Allen (1997, p.11) normative commitment is "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the "organisation (Meyer & Allen, 1993). According to Meyer and Allen (1991, p.67) "employees with normative commitment feel that they ought to remain with the organisation".

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In terms of the normative dimension, the employees stay because they should do so or the proper thing to do.

The normatively committed employee considers it morally right to stay in the organisation. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (McCormick & Donohue, 2019). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (Ennis, Gong, & Okpozo, 2018).

This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development. Meyer and Allen (1991, p.88) argue that "this moral obligation arises either through the process of socialization within the society or the organisation". In either case it is based on a norm of reciprocity. In other words, if the employee receives a benefit, it places him or her or the organisation under the moral obligation to respond in kindness. The dimensions of commitment are represented in the figure below.
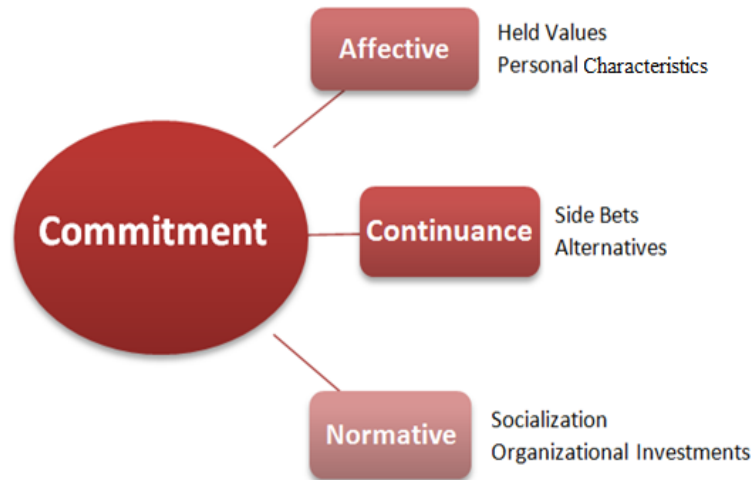
Figure 1: Three dimensions of commitment

Source: Adopted

Talent Management and Organisational Commitment

Talent management is critical to the success of an organisation (Amadi & Chukuigwe, 2021). Recognizing, developing, maintaining, and protecting talent is an essential part of this strategy (Agrawal, 2018). In their opinion, Mishra and Kumar (2019) believe that TM includes human resources management practices including hiring, selection, and enrollment. The study by Srivastava and Bhatnagar (2008) found that reinvesting in human capital boosts an organisation's productivity and competency. In addition, TM is able to improve the management mark and get monetary remuneration as a result of this (Williamson & Harris, 2019). TM entails a series of dependable activities, such as finding, selecting, training, and keeping the right people, as well as enhancing their presenting abilities (Nankervis, 2013). TM helps workers reach their full potential and excel in the market's fierce competition (Puvitayaphan, 2008). Career and development possibilities at a hotel increase work satisfaction and staff retention, both of which

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benefit an organisation's overall success in TM (Langenegger, 2010). A company's ability to execute at a high level is not just dependent on the presence of talented individuals; it is also dependent on the consistency with which those individuals behave within the organisation as a whole (Wood, 1999).

A company's most valuable asset is its most dedicated workers, whose strong assurance increases job happiness, increases motivation, increases creativity, and boosts performance while decreasing employee nonexistence and turnover (Mosadeghrad et al., 2008). It is not only the high degree of employee engagement and enthusiasm that makes a company more effective; it is also the variety of ways in which workers demonstrate their devotion (Masud & Daud, 2019; Elizur & Kosolowsky, 2001). There are three kinds of commitment, according to Allen and Meyer (1990): normative, continuing, and emotional. When an employee feels compelled to remain with an organisation because of their ethical commitments, this is what is known as a "normative" commitment. An organisation's continuity is its commitment to staying in business, given how expensive it would be to leave. Affective commitment refers to a strong emotional attachment to a company. Commitment models like this three-component model are often linked to the amount of OC (Pan et al., 2018; Masud & Daud, 2019).

The purpose of talent management is to ensure that the best people with the best abilities are in the right location at the right time. In addition, talent management focuses on developing and rewarding people for their dedication to the company, which reduces employee turnover and increases productivity, allowing companies to gain a competitive edge over their rivals (Malkawi, 2017).

To achieve a high level of employee engagement, Kwakye and Otbu (2016) highlighted the need of retaining and developing talent. Furthermore, Kontoghiorghes (2016) argues that OC may be improved by retaining and attracting the best staff. Many additional researches have similarly shown a favorable correlation between the different dimensions of OC and TM components (e.g. Vural et al., 2012; Nobarieidishe et al., 2014; Halvaei & Ejlali, 2015; Malkawi & Ejlali, 2017; Abazeed, 2018; Kalra, 2018).

Relationships between talent management, sustainable organisational growth and organisational climate

Every aspect of an organisation's structure has a relationship to another. Organisational studies have a plethora of factors that may determine, mediate, or regulate interactions between concepts. There is no exception to this rule when it comes to the relationship between effective personnel management and long-term organisational success. Numerous studies have shown that the nature of the aforementioned connection is affected, determined, or influenced by a variety of contextual or situational elements. For example, organisational structure (Mohrman & Lawler, 1997), company strategy (Sparrow, Scullion & Tarique, 2014), organisational climate (Rogg, Schmidt, Shull & Schmitt, 2001) or elements of the organisational environment may all have an effect on how well talent management is carried out (Garavan, 2012). Organisational environment seems to be a major factor in the adoption of talent management, as well as its design, implementation, and link to organisational development.

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Despite the fact that talent management is typically implemented to help companies achieve sustainable growth and competitive advantage (Ashton & Morton, 2005), a climate that fosters creativity – which affects innovative capability (Yeh-Yun Lin & Liu, 2012) – seems to play an important role in the relationship between talent management and innovation. According to Rogg et al. (2001) comparison arguments, I assume that the link between talent management and organisational development and performance is influenced by the atmosphere for creative thinking.

Empirical Review

Talent management, organisational sustainable growth and organisational commitment

Examining the mediating influence of organisational environment on the link between talent management practices and organisational development in Malaysian IT companies was the focus of a research conducted by Alias, Noor, and Hassan (2014). Talent management techniques (managerial assistance, employee career development and incentives and recognitions) were studied to see how they relate to organisational commitment and success in Malaysia's information technology sector. Quantitative research was used in this case. The questionnaire used in the study was self-administered. This study was conducted using a sample method known as convenience sampling. There was a total of 581 participants who completed and returned valid questionnaires, resulting in an overall response rate of 77%.

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The "coalesced framework" of talent management and employee performance was investigated by Mensah (2015): Further study and practice are encouraged. The goal of this study is to give a conceptual framework that illustrates how talent management (TM) affects employee performance in a variety of ways. Combining people management and organisational development principles, we conducted a literature review. This encapsulated the three facets of talent management: attracting, developing, and retaining employees. Although a talent management system deployment contributes to organisational development, the data reveal that the outputs of a talent management system mitigate this connection.

A study conducted by Nzewi, Chiekezie, and Ogbeta, (2015), studied talent management and organisational development in selected commercial banks in the Delta State, Nigeria. The study examined the relationship between talent management and organisational growth in selected commercial banks in Asaba, Delta State, following the tendency of some commercial banks to attract and hire top talent, train and develop a pool of intellectual capabilities without retaining key performers. It was decided to conduct a descriptive survey. A 5-point Likert scale-structured questionnaire was used to collect data from Guaranteed Trust Bank, Plc and First Bank of Nigeria, Plc employees.

Correlation coefficients were used to test the hypothesis. The gathered data was analyzed using a regression approach. The study found a link between talent management and business success. Talent management was shown to have a strong connection to organisational development, according to the findings of the research. In order to retain their best employees, the authors recommended that banks and

other business organisations improve the quality of their work environments and provide possibilities for advancement. In addition, skilled workers are valuable resources that may boost an organisation's productivity and competitiveness.

SPSS version 20.0 was used to begin the analysis of the collected data. Talent management strategies (e.g., managerial assistance, employee career development, and incentives and recognition) show a favorable link with organisational success, according to Pearson correlation research. Talent management has also been demonstrated to have a good association with the success of organisations. It was shown that organisational climate moderated the association between talent management practices (employee career development and rewards/recognition) and individual company growth using hierarchical regression analysis.

Talent Management and Organisational Performance: The Role of Climate was the subject of a study by Ingram (2016). The goal of the study was to examine the effect of a creative atmosphere in mediating the link between talent management and organisational performance. Structural equation modeling was used to assess a model linking talent management, organisational performance, and an environment conducive to creative thinking. Based on data from 326 big Polish corporations. Two possibilities that had been put out may be confirmed as a result. According to research findings, talent management is a three-dimensional construct (dimensions are: recruitment and retention), but climate for innovation and organisational performance are both single-dimensional constructs. Organisational performance and talent management are linked via an environment for innovation,

according to the findings. Researchers found that fostering an environment that encourages individuals' unique creativity is key to helping firms achieve high performance via talent management.

There has been recent research on the effectiveness of a new technique to improving organisational development in architectural design businesses, conducted by Othman and Khalil (2018). The study's goal was to see whether lean talent management (LTM) might boost architectural design businesses' levels of creativity (ADFs). Mixed qualitative and quantitative methods are used to meet the three goals outlined above. Begin by doing a study of published research on the ideas of creative industries, motivation and demotivation as well as the use of abilities and the application of lean thinking and innovation (LI). Five real-world case studies were used to examine the combination of TM, LTL and LI in order to overcome organisational development constraints.

This was followed by a study of a representative sample of Egyptian ADFs to examine their view and application of TM as a facilitator for creativity. The lack of TU and demotivation in ADFs and the AEC sector were two of the five obstacles to innovation identified in the study. Six demotivating elements were eradicated with the use of TM. LT obviated the need for a seventh component. LI with five factors was used in the AEC sector to obtain TU. LTM may be used to obtain TU in ADFs. A second obstacle has been discovered that needs more examination, though. Egypt's ADF has not been able to increase its creative output just via the use of TM. Because of this, an LTM framework was needed. Employee recognition and development at the research institutes was explored by Masri and Abubakr

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(2019). They conducted a study to see whether these management principles are being followed at Qatar's Research Institutions by looking at factors such as talent management and employee recognition. These two concepts were also examined as a means of determining whether there is a relationship between them and the development of an organisation and how this may be improved. Researchers picked a random sample of 180 full-time workers to interview using an online, individually tailored questionnaire.   According to the findings of the study, a company's ability to develop and succeed depends in large part on the quality of its human capital and the acknowledgment it gives to its employees. Organisational development is also affected by factors such as talent management and employee appreciation, according to this research. In order to achieve strategic goals and boost employee and organisation development, talent management and organisational growth are seen as strategic instruments. The study's findings were summarized in a series of suggestions aimed at both Qatari practitioners and researchers. According to the findings of the research, managing employee recognition has a significant impact on staff performance. Relying on recognition, esteem and social standing as a higher-order need seems to be universal, regardless of period or environment.

Conceptual Framework

A conceptual framework can be considered as the diagrammatic presentation of variables, illustrating the association between the independent variable, mediating variable and the dependent variables. Against this background, the conceptual framework that employed in this study looks at the connection

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between the independent and the dependent variables. The conceptual framework below demonstrates the assumed association between the independent variables (talent management) and organisational climate and the dependent variable (sustainable organisational growth). The independent variables of talent management include: talent acquisition, talent development, and talent retention.
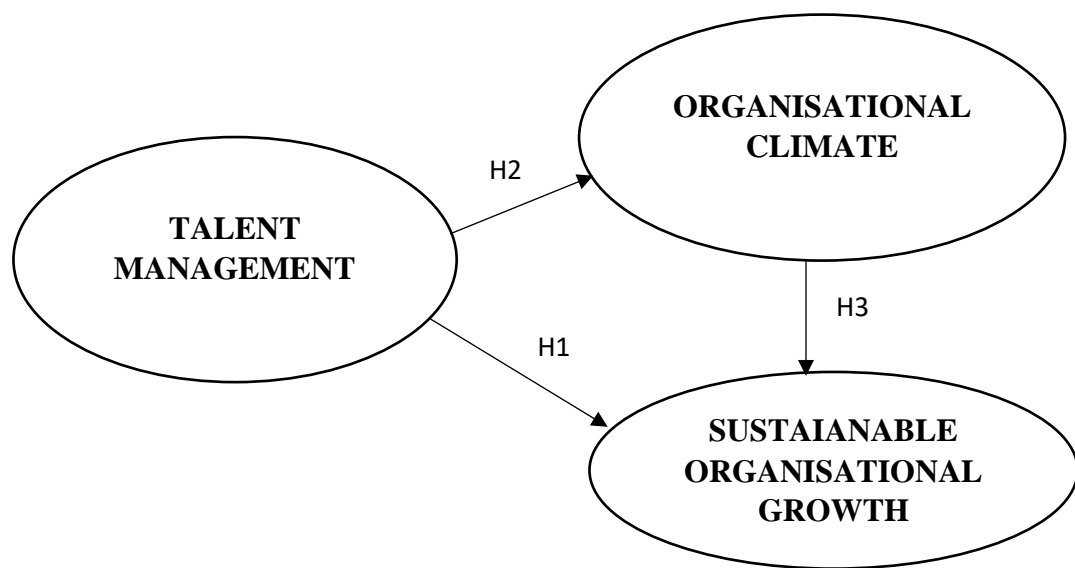
Figure 2: Conceptual Framework

Source: Author's construct (2022)

Chapter Summary

This chapter has reviewed the literature based on the objectives and research questions. This literature was reviewed under the following sub-headings. The first section explored the theoretical models underpinning the study and these theories included: Human Capital Theory and Social Exchange Theory. The second section also examined concepts such as talent management; talent management

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dimensions; organisational climate, sustainable organisational growth and its relationships. Finally, the last section focused on empirical literature of the relationship between talent management, organisational climate and sustainable organisational growth with a conceptual framework within the context and scope of the study also discussed.

CHAPTER THREE

RESEARCH METHODS

Introduction

The research methodology section of this study describes the methods and procedures that was used and followed in conducting the research. Research methodology represents the systemic investigation aimed at solving research problems (Maxwell, 2012; Kothari, 2004). According to Mishra and Alok (2011), research methodology is the science behind how a particular research activity is carried out. It spells out the systematic steps taken in studying a particular research problem. Since the study is meant to examine talent management and sustainable organisational growth: the moderating effect of climate at the St Francis Xavier Hospital, Ghana, it becomes eminent for a well-organized scientific enquiry to be followed so as to provide justifiable grounds for validating the reliability and accuracy of processes, procedures, methods and findings of this study.

This section presents a description of the research approach and research design, the study area, the population, and the sample size and sampling technique which are used for the research. It also provides a vivid description of data sources, data collection instrument, data collection procedure, as well as procedures for data processing and analysis.

Research Design

According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. Williams (2007) also described the structure of the study

as "a system, structure and strategies and an integrated investigation to ensure query inquiry and diversity control" as stated in Zikmund (2000). According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

Various explanations provided by Zikmund (2000), Zikmund, Babin, Carr and Griffin (2012), Williams (2007) and Young and Javalgi (2007) have shown that the building of research involves a systematic way in which relevant information is analyzed and interpreted economically and procedure form. It is therefore a concept of data collection, measurement and analysis. The research design should be quickly identified and the research problem selected and organized, the objectives of the research are well defined, the concepts and problems are well defined and the research ideas are well documented (Zikmund, 2000). Akhtar (2016) revealed that research design involves a systematic approach in which the right information is collected analyzed and interpreted economically and with procedure.

The study used an explanatory research design as a result of scientific research supporting this research. Thus, driven by the concept of causal relationships between constructs – talent management and organisational climate (Independent variable) and sustainable organisational growth (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund Carr, Babin, and Griffin (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) further restated that the

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premises of positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

On the premise of this, there may be the opportunity that the universe may be analyzed with scientific strategies (Viotti & Kauppi, 2019). This research is naturally a causal study. The primary purpose of explanatory research is to explain why things happen and predict future events (Potgieter, Ferreira, & Coetzee, 2019; Wipulanusat, Panuwatwanich, Stewart, & Sunkpho; Malhotra, 2015). One thing that informs the decision to use an explanatory research design is that it aids the logic of cause-impact association amongst the variables of interest accordingly. (Asad, Hassan, Sherwani, Abbas, Shahbaz, & Soomro, 2019).

Research Approach

The study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (7-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

According to Creswell (2014) quantitative approach deals with explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). Quantitative research approach is a research

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strategy that quantification in the collection and analysis of data (Bryman, 2012; Lincoln & Guba, 1985). Quantitative methods (normally using deductive logic) seek regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Rahman, 2017).

This approach usually begins with data collection based on hypothesis or theory and is followed by the use of descriptive statistics (Shekhar, Prince, Finelli, Demonbrun & Waters, 2019, Tashakkori & Teddlie, 2010). Measurement methods are often described as environmentally friendly, in the sense that assumptions from statistical tests lead to general assumptions about demographic characteristics. Calculation methods are also often seen as assuming that there is only one "truth" present, independent of human perception (Galli, 2019). Quantitative findings may be made for the general public or minority because it includes a larger randomly selected sample (Carr, 1994).

Study Unit

St Francis Xavier Hospital counts on enough space for one hundred and eighteen (118 beds). Furthermore, it has a specialised unit for Mother and Child care. It provides medical care to a population of around 207.000 inhabitants. This includes, for instance, A&E service and dental care when needed. In addition, it counts on a special unit for Mother and Child Care. Moreover, the team at the unit is focused on reducing mortality among children less than 5 years old. They have,

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therefore, developed a system to identify those children in need of urgent medical care. Similarly, the hospital also aims to educate locals on the importance of bringing sick children to the hospital. Apart from this, they provide women and mothers with specialised care.

Furthermore, the centre has also become a practical teaching hospital. As a result, medical and nursing students from schools in the area interact with patients regularly. Lastly, the hospital was selected to help the local Government against the coronavirus. Therefore, they aim to make PCR tests more accessible to rural inhabitants nearby. Likewise, the staff at the hospital received training and equipment to carry out PCR tests following best practice.

Population

Population according to Amrhein, Trafimow and Greenland (2019) consists of the entire group of persons who are of interest to the researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics. According to Saunders, Thornhill and Lewis (2007) population is the full set of cases from which a sample is drawn. Population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion (Leedy & Ormrod, 2010; Robson, 2002). The population included all the total number of permanent employees of the St. Francis Xavier Hospital. An estimated 250 permanent staff of the St. Francis Xavier hospital constituted the target population (Division of Human Resource, St. Francis Xavier Hospital, 2021). This targeted population includes nurses and administrators excluding all doctors, cleaners and drivers. Nurses and administrators were chosen

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for the conduct of the study because they possess the required characteristics needed for this kind of study. The nurses and the administrators were made up of both senior and junior staff.

Sampling Procedure and Sample

Sampling is a statistical approach of acquiring a representative population to take information or data concerning a whole population by analyzing only a portion of it (Babbie, 2007). Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Strouse, Donovan & Fatima, 2019; Malhotra & Birks, 2007; Bassey, 1995). According to Bryman (2009) sampling is very essential because, in almost all cases, it is not possible to study all the members of a population.

Three basic types of sampling techniques exist. These are non-probability sampling, probability sampling and mixed approach sampling techniques. According to Buchanan and Bryman (2009) in non-probability sampling, not all the members of the population have the opportunity to be selected for the sample. The definition of a non-probability sampling technique defines the population that will give a reliable inference about a population. Non-probability sampling techniques include convenience sampling, quota sampling, network sampling and purposive sampling. Probability sampling on the other hand, has its elements having equal chance or opportunity of being selected for the sample.

This sampling technique tends to increase the likelihood of achieving the aim of choosing members that precisely represent the entire population from which

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the members were chosen. Probability sampling technique includes simple random, stratified, cluster or multi stage sampling (Cavana, Delahaye, & Sekaran, 2001). Estimating the extent of probable success is the main aim of the probability sampling technique. As a result, probability theory serves as the basis for a member of a population to be included in a sample. Mixed sampling technique, according to Wurtz (2015) is a sampling strategy whereby the combination of non-probability and probability sampling techniques are employed at different stages in a research.

Before sampling, it is important for the sample size to be determined first. Based on the targeted population size of 250, a minimum sample size of 154 employees of St. Francis Xavier Hospital was selected to participate in the study through a random sampling technique. Sampling was necessary in this study because sampling allows a step by step approach of choosing a few respondents from a larger population to be used as a basis of estimating the prevalence of information of interest to one (Kumar, 2011).

The sample size was selected based on the sample determination formula by Yamane (1967). The formula is given as; $\underline{\quad n \quad = \quad \quad N \quad}$

$$[1+N\ (e)^2]$$

$$\underline{\qquad\qquad n =} \quad \underline{\quad 250 \quad} \quad = \quad \underline{\quad 250 \quad} \quad = \quad 250 \quad = 153.8462 = 154$$

$$[1+250(0.05)^2] \qquad [1+0.625] \qquad [1.625]$$

Where n = sample size; N = sample frame; and e = margin of error. A margin of error of 5% as suggested by Yamane (1967) was applied.

The choice of this sampling formula was necessitated by the fact that it provides the chance for the researcher to meet the sampling requirement [(n> 50 +

8 (Number of independent variables)] proposed for regression analysis in social science research (Carr, 1994).

Simple random sampling technique was used for the selection of the respondents from the sampling frame. Unique identification numbers were generated for all the elements in the sampling frame and through the lottery method, the qualified respondents were randomly selected through hand-picking method (Lohr, 2019; Mohammed, Ibrahim, Siri & Noor, 2019; Sharma, Hickman & Nassir, 2019). This gave each respondent equal chance of selection (Kim & Wang, 2019; Kadilar & Cingi, 2006; Vijayalakshmi & Sivapragasam, 2019) and also supported the parametric approach to analyzing the primary data (Choromanski, Pacchiano, Parker-Holder, Hsu, Iscen, Jain & Sindhwani, 2019).

Data Collection Instrument

Primary data collection was done through structured questionnaire. Questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper & Peterson, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice.

The close-ended items employed checklist (a list of behavior, characteristics or other entities that the researcher is investigating), Likert scale (which is more

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useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum) dichotomous questions and multiple-choice questions (Leedy & Ormrod, 2010). Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. Data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor, Sinha and Ghoshal (2011) who asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from substantial number of people.

A 7-point Likert scale was used to measure the opinion, attitude and behavior of the respondents regarding the questionnaire items. A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view. The 7-point likert scale was used in this study because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement.

The questionnaire was made up of four subdivisions. These subdivisions were in line with the specific objectives of this study. Section A of the questionnaire measured the Demographic data of the respondents and had five variables in all. Section B of the questionnaire measured talent management at the St Francis Xavier Hospital. The talent management construct had three major indicators which

included talent acquisition (with five indicators/items), talent development (with five indicators/items), and talent retention (with five indicators/items). In a similar fashion, section C of the questionnaire measured the organisational climate at the workplace which comprised of six indicators/items. Finally, the section D of the questionnaire measured the employee performance of the respondents. These items were included in the instruments based on the specific objectives of the study. Again, the instruments of the questionnaires were adopted. It also comprised of ten indicators/items. The questionnaire is presented in Appendix A.

To ensure the validity of the constructs, extant empirical review was carried out and this informed the choice of the items that were included in the scale. Again, initial scale that was developed was administered to 5% of similar sample size from the St. Francis Xavier Hospital. Detailed discussion was done with these respondents which then informed the alteration of the scale. This procedure was based on the recommendation presented by Keesler and Fukui, (2020). After this, the questionnaire was submitted to the supervisor for more clearing up and authorization. Again, to ensure the reliability of the scale, Principal Component Factor Analysis was piloted where the results of Kaiser-Meyer-Olkin [KOM] measure of sample adequacy and Barlett's Test of sphericity proved helpful. The factors created were then evaluated in terms of their reliability through the internal consistency approach as measured by the Cronbach's Alpha.

Validity and Reliability

In order to ensure content validity of the instrument, the study ensured proper definition measuring items, scale scrutiny by experts and scale pre-testing.

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These were in line with the principles of McDaniel and Gates (1996). Reliability and validity are two key components to be considered when evaluating a particular instrument. The level of the reliability of an instrument is measured by Cronbach's Alpha value (Saunders & Lewis, 2012). As posited by Pallant (2016), Cronbach's alpha coefficient for variables is generated to validate the reliability of the instrument. Pallant (ibid) also indicates that scales with a Cronbach's alpha coefficient of 0.70 and above are considered reliable. However, studies such as Boohene, Agyapong and Asomaning (2012) support coefficient of 0.5. The results of the pre-test were used to assess the reliability of the instrument. The result is presented in Table 1.

Table 1: Questionnaire Items and Their Reliability Coefficients

Variable	Questionnaire Items	Cronbach's Alpha
Talent Acquisition	8	0.703
Talent Development	8	0.707
Talent Retention	8	0.719
Organisational Climate	6	0.813
Sustainable Organisational Growth	10	0.701

Source: Field survey (2022)

Table 1 provided the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha ranged between 0.701

and 0.813. These values are all well above the minimum value of 0.50. In this case, based on the criteria of Boohene, Agyapong and Asomaning (2012), it can be concluded that all the items of measurement showed a high level of reliability and have an acceptable level of reliability.

Data Collection Procedure

Permission for the data collection exercise at the University of Cape Coast was sought from the authority of the university when a letter was issued by the Graduate School of School of Business in University of Cape Coast was sent to the hospitals' authority. Permission for the primary data collection was then granted. The sampling frame was then made available to the researcher. The purpose of the study was explained to all participants. Consent of the respondents was sought. Date for questionnaire distribution to the participants were set on some agreed terms. The terms were that respondents will answer the questionnaire during their break time and they will not be forced to answer any question don't understand or agree to.

The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. Trained research assistants also supported the primary data collection exercise. The above procedures helped the researcher to collect the required data need for the analysis of the research objectives. The survey was administered on 17th January, 2022 and collected on 20th February, 2022.

Response Rate

In this study, the sample size was 154 employees at the St Francis Xavier hospital. This means that a total of 154 questionnaires were issued from which all

were filled and returned which represents a response rate of 100%. This means that, there were no unreturned or unused data as it can be seen in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	154	100
Non-Returned	0	0
Total	**154**	**100**

Source: Field survey (2022)

The 100% return rate was considered to be satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the candidate had contacts in the study area and that facilitated the data collection process. Besides, the candidate personally administered the questionnaires and made a lot of efforts to make many follow-ups between research assistants and the respondents calls to clarify queries with the intention to improve the high response rate.

Data Processing and Analysis

According to Vonrhein et al. (2011) data analysis entails simplifying data and explaining it in a manner that seeks to answer the research questions posed. Data analysis was also defined by Yan, Wang, Zuo and Zang, (2016) as the process of bringing order, structure and meaning to the mass of information collected as stated in Mertens (2005). Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information,

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suggestion, conclusions, and supporting decision making (Lyashenko, Deineko, Zeleniy, & Tabakova, 2021). The use of analytics requires reducing complex data into meaningful and actionable information (Imanbayev, Sinchev, Sibanbayeva, Mukhanova, Nurgulzhanova, Zaurbekov, & Baibolova, 2021). Brink, Van der Walt and Rensburg (2012) indicated that the main aim of data analysis is to organize, give structure to and derive meaning from data.

In terms of quantitative research, deciding on how to analyze the data collected for the purpose of providing answers to the research questions posed is the main emphasis of data analysis (Kumar, 2011). The statistical tools employed for this study were Statistical Package for Services Solution (SPSS) version 26 and SmartPLS version 3. The SPSS was employed for descriptive analysis and the Smart PLS was employed for structural equation modelling based on the questions of this study. The descriptive statistics (frequencies and percentages) were employed to determine the characteristics of the respondents.

Structural Equation Modeling

Structural equation modeling (SEM) is a second-generation statistical technique that "enables researchers to incorporate unobservable variables measured indirectly by indicator variables. They also facilitate accounting for measurement error in observed variables" (Chin, 1998 as cited in Hair, Jr., Hult, Ringle & Sarstedt, 2016:3). Partial Least Squares-Structural Equation Modeling (PLS-SEM) uses available data to estimate the nexuses of the path in the model to minimize the residual variance of the endogenous constructs. SEM is made up of two key elements; measurement equations (by confirmatory factor analysis) and structural

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equations (by path analysis). Whereas confirmatory factor analysis models (CFA) are used for construct validation and scale refinement, path analysis is used to display the relationships that exist among study constructs.

PLS-SEM estimates path model nexuses that maximize the R^2 values of the endogenous constructs (Hair et al., 2014). It is also useful when dealing with complex models and small sample sizes (Hair et al., 2014; Rezaei & Ghodsi, 2014; Rezaei, 2015; Shahijan, Rezaei, Preece & Ismail, 2014). PLS-SEM is also more appropriate where theory is less developed (Ravand & Baghaei, 2016; Rönkkö & Evermann, 2013). According to Hair et al. (2014), there are two forms of measurement scale in structural equation modeling: Formative or Reflective. Whereas in formative measurement scale it is the indicators that cause the constructs of the study, in a reflective measurement scale it is the constructs that cause indicators of the study. The current study employed reflective measurement scale because all the indicators were caused by the constructs.

Furthermore, Jeon (2015) has itemized a number of benefits SEM has over other models such as regression. These benefits are: Firstly, SEM uses "latent variables" which allows multiple indicators to capture constructs validly and reliably. Secondly, SEM makes the causal equation model between latent variables clearer as compared to regression. Thirdly, SEM allows one or more independent variables to be regressed on one or more dependent variable. Fourthly, In SEM, a researcher can show the direct effect, indirect effect, and total effect because several exogenous variables and endogenous variables can be estimated simultaneously. PLS is quite robust with regard to inadequacies like skewness, multicollinearity of

indicators and misspecification of the structural model (Cassel et al, 1999). In SEM, confirmatory factor analysis, correlation analysis, and regression analysis can be conducted at one time in a model. In line with the benefits above associated with SEM, this study relied on PLS-SEM to test the various hypotheses.

Validity and Reliability of the Model

There are several criteria for assessing model structures. In general, a systematic application of the different criteria is carried out in a two-step process, (1) the assessment of the measurement model and (2) the assessment of the structural model.

1)   Assessment of Measurement Models

Assessment of reflective measurement models includes composite reliability to evaluate internal consistency, individual indicator reliability, and average variance extracted (AVE) to evaluate convergent validity. In addition, the Fornell-Larcker criterion and cross loadings are used to assess discriminant validity (Hair et al, 2013).

Internal Consistency Reliability

It is a form of reliability used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large) (Drolet & Morrison, 2001). The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The composite reliability varies between 0 and 1, with higher values indicating higher levels of

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reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.60 to 0.70 are acceptable in exploratory research, while in more advanced stages of research, values between 0. 70 and 0.90 can be regarded as satisfactory (Nunally & Bernstein, 1994).

Convergent Validity

Convergent validity is the extent to which multiple items to measure the same concept agree (MacKinnon, 2008). Anderson and Gerbing (1988) stated that convergent validity is established if all factor loadings for the items measuring the same construct are statistically significant. According to Hair et al. (2019) convergent validity could be accessed through factor loadings and the average variance extracted (AVE). Hair, Ringle, and Sarstedt, (2019) point out that to establish convergent validity, factor loadings must be 0.60 and above. An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more error remains in the items than the variance explained by the construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). The Heterotrait - Monotrait Ratio (HTMT) is a means of determining the discriminant validity of a PLS-SEM model. According to Henseler, Ringle & Sarstedt (2015), a latent construct has

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discriminant validity when its HTMT ratio is below 0.850. The Fornell-Larcker criterion is also an approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations (Fornell and Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. (Hair et al. 2013).

2) Assessment of the structural model

The first essential criterion for the assessment of the PLS-SEM is the coefficient of multiple determinations (R^2) for each endogenous construct. R-square (R^2) measures the explained variance of a latent variable relative to its total variance. Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The next step to assess the structural model comprises the evaluation of the regression coefficients between the validated latent variables. A regression coefficient magnitude indicates the strength of the relationship between two latent variables. Furthermore, regression coefficients should be significant at the 0.05 level, in order to determine the significance (Bradley & Tibshirani, 1993).

Finally, another assessment of the structural model involves the model's capability to predict. The predictive relevance of the structural model is assessed by the Stone-Geisser's Q^2 statistic (Stone, 1974), In the structural model, Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model's predictive relevance for this particular construct. As a relative measure of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that an exogenous construct has a small, medium, or large predictive relevance for a certain

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endogenous construct. (Hair et al, 2016). It is also imperative to measure the impact of individual endogenous variables on the exogenous variable. This is achieved by assessing the effect size (f^2). As posited by Cohen (1988), f^2 values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable.

Specifying the Structural and Measurement Model

The section specifies the structure of the model of this study. It indicates the exogenous and the endogenous variables with the various indicators. The structural model is specified in figure 2. There are four exogenous variables, one mediating variable and one endogenous variable in this study. The exogenous variables are; Talent acquisition (TA), Talent development (TD) and Talent retention (TR). The endogenous variables are; Organisational climate (OC) and Sustainable organisational growth (SOG). The latent variable Talent acquisition was measured by five indicators Talent acquisition (*TA1, TA2, TA3, TA4 and TA5*), Talent development is measured by five indicators (*TD1, TD2, TD3, TD4 and TD5*), Talent retention is measured with five indicators (*TR1, TR2, TR3, TR4 and TR5*).

The mediating variable, organisational climate was measured by six indicators (*OC1, OC2, OC3, OC4, OC5, and OC6)*. Sustainable organisational growth had the ten indicators (*SOG1, SOG2, SOG3, SOG4, SOG5, SOG6, SOG7, SOG8, SOG9, and SOG10*). The study proposes a positive link between TA and OSG and TA and OC. Also, the study hypothesis a positive relationship between TD and OSG, TD and OC, TR and OSG, and TR and OC. The study also hypothesizes a significant link between OC and OSG and creating an indirect effect

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between talent management and sustainable organisational growth through organisational climate. There are seven paths hypotheses in the model (figure 2).
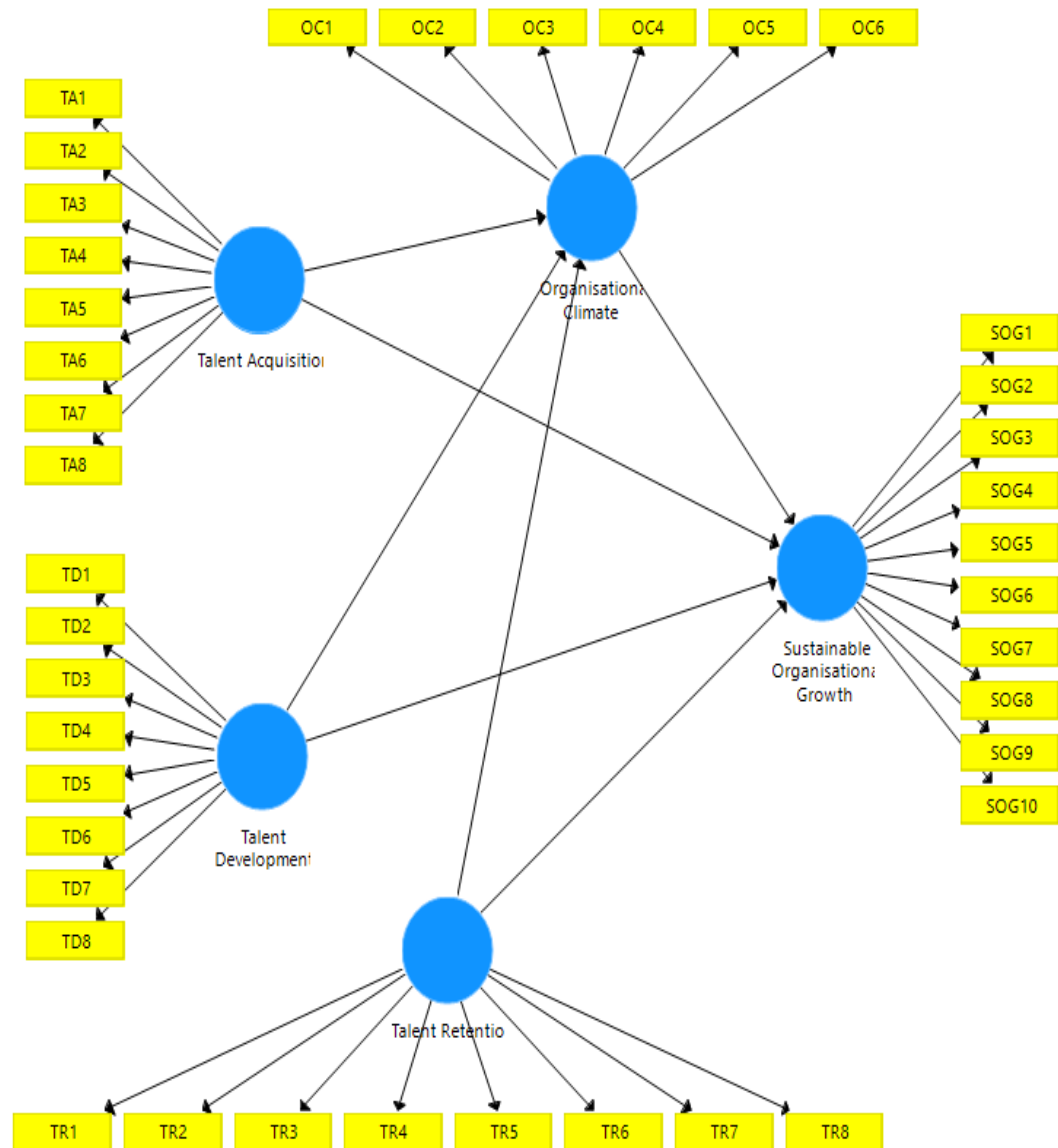
Figure 3: Structural Model

Source: Smart PLS (2022)

Common Method Bias

Common method bias can occur due to self-report measures (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method bias is a biasing of results

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that are caused by a common method, such as a single survey (Favero & Bullock, 2015). Another possible cause of common method bias is the implicit social desirability associated with answering questions in a questionnaire in a particular way, again causing the indicators to share a certain amount of common variation (Kock & Lynn, 2012). To deal with common method bias, only previously tested scales were used (Alfes, Shantz, Truss, & Soane, 2013).

Common method bias (CMB) can also be tested using Harman's single factor test (Podsakoff & Organ, 1986) and VIF scores (Kock & Lynn, 2012). Podsakoff and Organ (1986) suggested that a single factor would emerge from a factor analysis or one general factor would account for most of the covariance in the independent and criterion variables if CMB was a serious problem. All five variables were entered into an exploratory factor analysis with a principal axis factoring analysis, extracting eleven factors, with factor 1 accounting for only 30.32 percent of the variance, the table is attached as Appendix C. The results indicated that no single factor emerged and no one general factor accounted for the majority of the covariance among the latent factors. Therefore, CMB was unlikely to be a serious issue in this study.

Ethical Consideration

As indicated by Saunders, Lewis and Thornhill (2007), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of anonymity and confidentiality. The researcher assured the respondents that their names would not be disclosed. As such, all information received from

them (respondents) would be treated with the highest degree of confidentiality. In addition to this, the researcher also informed the respondents that they were free to cease to give any response if they so wish. Finally, the researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Chapter Summary

This chapter explained in details the methodology followed in carrying out the research. The theoretical foundation of the study, research approach, research design, sampling technique, procedures for data collection, data collection instrument and data analysis were thoroughly discussed. The positivism research paradigm was used as the theoretical foundation of the study. The quantitative research approach was employed for the study because the data collected using questionnaire was quantitatively analyzed by using both descriptive and inferential statistics. Descriptive research design was adopted to ensure objectivity in the research process. Simple random sampling technique was used to select samples for the study. The data collection instrument used was a 7-Likert scale questionnaire. The Statistical Package for Social Sciences (SPSS) version 26 and the SMART PLS 3 were the software used to analyze the data.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the research findings from the study. This study sought to examine talent management and sustainable organisational growth: the mediating effect of organisational climate at the St Francis Xavier hospital, Ghana. In line with the purpose of the study, the chapter is divided into two main parts. The first part presents and discusses the profile of the respondents used for the study. The second part assesses the measurement and structural models for the study and test hypotheses. Specifically, issues pertaining to indicator loadings, CR (Composite reliability), AVE (Average variance extracted) and DV (Discriminant validity) were considered for the measurement models. The direct effect and the indirect effect were also tested.

Demographic Profile of Respondents

This section provides information on the background characteristics of respondents which are summarized in Table 3. This information will help the reader to better understand the respondent's collective responses regarding the management of diverse talent at the workplace which tends to achieve an increasing sustainable organisational growth. In this study, they include gender, age, educational level, the constituency one belongs to and number of years in the party. In the sections that follow, supporting tables and figures are provided to complement the analysis as presented in Table 3 below:

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Table 3: Demographic Characteristics of Respondents

Variable	Options	Frequency	Percentage
Sex	Male	60	39.0%
	Female	94	61.0%
Age	Below 25 years	15	9.7%
	26-30 years	37	24.0%
	31-35 years	35	22.7%
	36-40 years	32	20.8%
	41-45 years	27	17.5%
	Above 50 years	8	5.2%
Educational qualification	Diploma	42	27.3%
	First Degree	61	39.6%
	Post graduate	38	24.7%
	Other qualifications	13	8.4%
Staff Category	Nurses	105	68.2%
	Administrators	49	31.8%
Working experience	Below 5 years	62	40.3%
	5-10 years	42	27.3%
	11-15 years	29	18.8%
	16-20 years	13	8.4%
	21 years and above	8	5.2%

Source: Field survey (2022)

The result relating to the sex distribution of the respondents show that majority of the staff in St Francis Xavier Hospital are female (61.0%). The

remaining 39.0% of the respondents are male workers. Per the sexual distribution of this study, it can be inferred that the workforce structure of the St Francis Xavier Hospital is female-dominated. This connotes the idea that generally females are more caring hence having the desire to work in hospital so as to provide healthcare services to patients.

The age distribution of the workers that were surveyed shows that most of the respondents are below 25 years (9.7%). This is followed by those in 26-30 years range (24.0%) and then those in 31-35 years range (22.7%). 17.5% of the respondents are in the 41-45 years range. The remaining 5.2% are above 50 years. The implication of the age range distribution is that the workforce structure at St Francis Xavier Hospital is youthful in nature although a relatively sizable number (43.5%) are above 40 years. The hospital is therefore in position to put in place employee development and retention strategies so as to build and utilize the human capital of this youth for the betterment of the hospital given the quest to improving operational efficiency.

The educational qualification shows all the workers have formal education experience with most of the respondents having first degree as their current highest educational certification (39.6%). 27.3% of the respondents had diploma certificates whilst 24.7% had their postgraduate degrees. The remaining 8.4% of the respondents have other certificates. These results prove management of the hospital must take advantage of the talent of this workforce and capitalize on their relative knowledge, skills and abilities to improve the operational efficiency of the St Francis Xavier Hospital. Making career advancement plans to ensure the

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upgrading of the educational status of the workers in the hospital is commendable. Equal opportunity and support should be given to deserving staff in that respect.

The staff category of the respondents of interest showed most of them were nurses (68.2%) whilst the remaining 31.8% were administrators. This actually reflects normal hierarchy of typical functional organisation because of the fact that those at the operational level are always larger than those at the tactical and strategic level in that order. The working experience showed that most of the respondents have less than 5 years working experience (40.5%). Again, the study showed 27.3% of the staff has 5-10 years working experience whilst 18.8% had 11-15 years working experience. 8.4% and 5.2% of the respondents have 16-20 years working experience and 21-25 years working experience respectively. With the respondents having enough working experience, they are better positioned to provide accurate reliable information that could be relied on to make the study a success.

The Findings of the Main Study Objectives

This section presents results and analysis based on the three key research objectives of this study. The Smart PLS was employed for structural equation modeling based on the hypotheses of this study and was used in analyzing the data. The results and analysis are presented chronologically based on the stated objectives of this study.

Assessment of Measurement Models for the Study

This section focuses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, Internal consistency reliability (Composite

reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent PLS algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

Assessing indicator loadings

Table 4 shows that some indicators have been dropped in comparison to indicators in figure 3. All indicators that loaded below the threshold of 0.6 as recommended by Hair, Risher, Sarstedt and Ringle (2019) were dropped to improve the reliability of the overall model. Out of a total of 40 indicators measuring the various latent variables, 19 indicators were dropped for failure to meet the indicator reliability criteria. Thus, 11 scales measuring the various types of dimensions of talent management, 4 measuring the mediating variable which is the organisational climate and 6 of the scales measuring sustainable organisational growth. The indicator loadings of the items are shown in Table 4.

Table 4: Indicator loadings

	SOG	OC	TA	TD	TR
TA1			0.610		
TA3			0.841		
TA4			0.823		
TA5			0.648		
TD1				0.796	
TD2				0.849	
TD3				0.625	

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TD5			0.731	
TR6				0.836
TR7				0.856
TR8				0.786
OC3		0.737		
OC4		0.673		
OC5		0.671		
OC6		0.796		
SOG5	0.723			
SOG6	0.812			
SOG7	0.684			
SOG8	0.726			
SOG9	0.721			
SOG10	0.825			

Source: Field survey (2022)

From Table 4, the six indicators of sustainable organisational growth loaded above 0.6. The least was (0.721) and the highest (0.825), indicating that the retained indicators are reliable. The minimum indicator loading on organisational climate was (0.671) and the highest (0.796), talent acquisition indicators loaded between 0.610 and 0.841. The retained items of talent development also loaded well above the 0.6 threshold, min (0.625) and max (0.849), and finally talent retention 0.786-0.836. The indicators used to measure latent variables in this study are reliable, well above the threshold of 0.6.

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Assessing internal consistency reliability

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The results in Table 5 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Sustainable organisational growth had the highest score of composite reliability (0.885), this was followed by talent retention (0.866), talent development (0.839), talent acquisition (0.824), and organisational climate (0.812). The results indicate that the model has internal consistency reliability. Table 5 also includes results on convergence validity.

Table 5: Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
SOG	0.844	0.849	0.885	0.563
OC	0.798	0.718	0.812	0.520
TA	0.712	0.724	0.824	0.544
TD	0.745	0.765	0.839	0.570
TR	0.767	0.769	0.866	0.683

Source: Field survey (2022)

Assessing convergent validity

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with

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alternative measures of the same construct (Hair et al., 2017). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 5 indicates that all constructs have an AVE of more than 0.5. With the highest being Talent retention and the least being Organisational climate. This means that the constructs in this model are able to account for more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

Assessing discriminant validity

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 6 indicates that the square root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

Table 6: Fornell-Lacker criterion

	SOG	OC	TA	TD	TR
SOG	**0.750**				

OC	0.685	**0.721**			
TA	0.455	0.463	**0.738**		
TD	0.515	0.454	0.662	**0.755**	
TR	0.823	0.706	0.510	0.419	**0.826**

Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs.

Source: Field survey (2022)

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.60 and 0.80) as in this case talent management dimensions. When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in detecting discriminant validity issues improves but it is still rather poor in assessing overall discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016). As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler et al (ibid), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The results presented in Table 7 show HTMT values well below 0.850.

Table 7: Heterotrait - Monotrait Ratio (HTMT)

	SOG	OC	TA	TD	TR
SOG					

OC	**0.845**			
TA	0.582	**0.635**		
TD	0.656	0.632	**0.754**	
TR	0.522	0.136	0.678	**0.553**

Source: Field survey (2022)

Assessing the structural model

This section provides an assessment of the hypotheses of this study. Assessment of the structural model entails assessing collinearity among constructs, coefficient of determination, predictive relevance, effect size, path coefficient and its significance. In this study, both the direct and the indirect model was run together based on the recommendation of Nitzl et al. (2016).

Table 8 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al., 2011). More specifically, an indicator's VIF level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. With respect to the endogenous variable (organisational citizenship behaviour), the results from Table 8 shows a minimum VIF of 1.373 and highest of 2.178, and a minimum tolerance value of 0.423 and highest of 0.788. With respect to organisational climate, VIF (min-1.373 and max-2.017) tolerance, it indicates a minimum tolerance value of 0.346 and highest of 0.787. The values obtained from this analysis indicated the absence of multicollinearity between the indicators.

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Table 8: Collinearity amongst constructs

	SOG (VIF)	SOG (Tolerance)	Organisational Climate (VIF)	Organisational Climate (Tolerance)
Talent Acquisition	2.019	0.186	2.017	0.217
Talent Development	1.873	0.268	1.810	0.351
Talent Retention	2.178	0.179	1.373	0.176
Organisational Climate	2.123			

Source: Field survey (2022)

The VIF results in Table 8 further confirms the absence of common method bias. Based on the criteria proposed by Kock and Lynn (2012), the occurrence of a VIF value greater than 3.3 is proposed as an indication of pathological collinearity, and also as an indication that a model may be contaminated by common method bias. Therefore, if all VIFs resulting from a full collinearity test are equal to or lower than 3.3, the model can be considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013).

Assessing coefficient of determination and predictive relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a

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predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models. Referring from Table 9, it can be concluded that talent management has a large (0.730) coefficient of determination on sustainable organisational growth, accounting for 73.0 percent of the variation in sustainable organisational growth. With respect to predictive relevance, the results show a large predictive relevance of the model on the endogenous variable (0.383). This shows that the exogenous variables do well to predict the endogenous variable. The results of the effect size show that all variables have a small effect size on the endogenous variable.

Assessing Coefficient of Determination and Predictive Relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2019) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models. Referring from Table 9, it can be concluded that talent management (talent acquisition, talent development and talent retention) had a substantial (0.719) coefficient of determination on sustainable organisational growth, accounting for 71.9 percent of the variation in sustainable organisational growth. With respect to predictive relevance, the results show a large predictive relevance of the model on the endogenous variable (0.730). This shows that the exogenous variables (talent

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management and organisational climate) do well to predict the endogenous variable. The results of the effect size show that all variables have a substantial effect size on the endogenous variable.

Assessing the Paths Model of the Study

The purpose of the study was to examine talent management and sustainable organisational growth: the mediating effect of organisational climate at the St Francis Xavier hospital. The talent management was measured in terms of talent acquisition, talent development and talent retention. The path model in Figure 3 shows four direct paths from talent acquisition, talent development, talent retention and organisational climate to sustainable organisational growth. These paths represent hypotheses 1a, 1b and 1c. Also, the path model in Figure 3 showed three indirect paths from talent acquisition, talent development, talent retention through organisational climate to sustainable organisational growth. The direct and indirect effects showed from talent acquisition, talent development, talent retention and organisational climate accounted for 73.0 percent of the variation in sustainable organisational growth. Again, Table 10 displayed the structural model results for hypotheses 1, 2 and 3.

Objective one

The first objective of this study sought to assess the influence of dimensions of talent management on sustainable organisational growth of staff at St Francis Xavier Hospital. The path model in Figure 3 shows four direct paths from talent management and organisational climate to sustainable organisational growth. These paths represent hypothesis 1 to 3. The direct effect showed that talent

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management and organisational climate accounted for 73.0 percent of the variation in sustainable organisational growth.
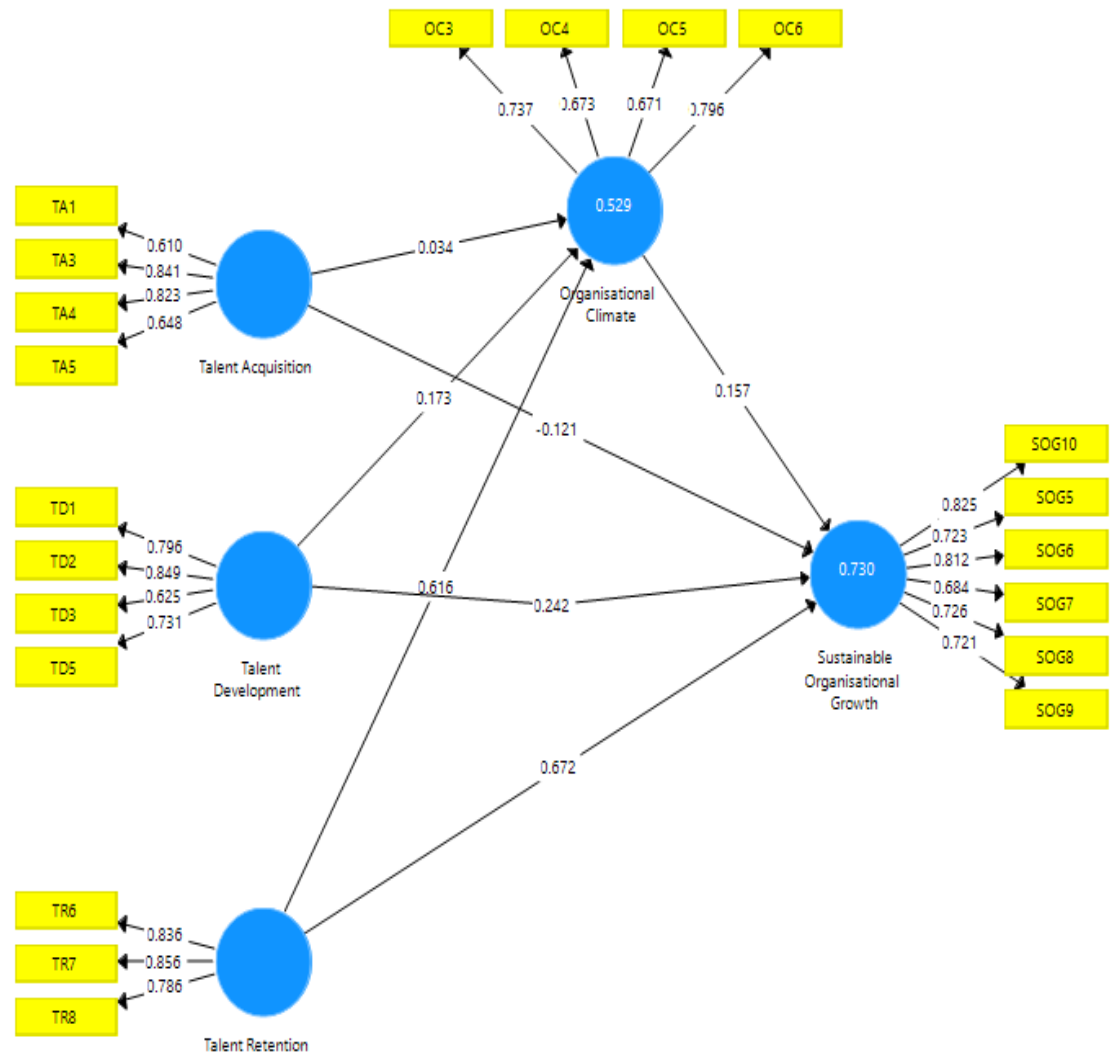
Figure 4: Outer and inner model results

Source: Field survey (2022)

The first objective was formulated to determine whether there is a relationship between talent management and sustainable organisational growth. The formulated hypotheses thus read:

H1a: Talent acquisition has a positive effect on sustainable organisational growth

H1b: Talent development has a positive effect on sustainable organisational growth

H1c: Talent retention has a positive effect on sustainable organisational growth

Table 9: Structural model results for hypotheses 1a, 1b and 1c

	Path	T Statistics	R^2	Adjusted R^2	Q^2	P-Value	F^2
SOG			0.730	0.719	0.383		
TA	-0.121	1.641				0.102	0.027
TD	0.242	3.274				0.001	0.116
TR	0.672	7.500				0.000	0.768

Source: Field survey (2022)

H1a: Talent acquisition has a positive effect on sustainable organisational growth

Based on the path estimation, the results of the PLS-SEM, the study reveals talent acquisition is an insignificant positive predictor of sustainable organisational growth among workers in St Francis Xavier hospital (f^2=0.027; p=0.102: p>0.05, Table 9, Figure 3). This therefore means that although talent acquisition contributes positively to predicting the 2.7% significant variance in sustainable organisational growth among workers in the St Francis Xavier hospital, such contribution is attributed to chance and not the scientific interaction among the factors in the regression model.

The non-significant contribution of talent acquisition shows workers in St Francis Xavier Hospital do not see the necessity to attract and acquire more skilled and talented employees if systems and right institutions are not employed to sustain them. The implication of these results is that it is only with the right talent

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acquisition strategy employed by the management of the institution significantly improves the growth and sustainability of the hospital. The findings of this study are contrary to the findings in terms of Talent management. Alias, Noor and Hassan (2014) found that talent acquisition is an important determinant of increased adaption of employee to new skills and ideas which tend to continue the growth and sustainability of the organisation. The right talent acquisition mechanism by organisations, in new research, was found to be better determinant of job satisfactions and organisational growth by the scholars (Mensah 2015; Ingram, 2016; Jehangir & Khan 2018).

The hypothesis 1b was formulated to determine whether there is a relationship between talent development and sustainable organisational growth.

H1b: Talent development has a positive effect on sustainable organisational growth

Based on the path estimation, the results of the PLS-SEM showed that talent development had a significant positive effect of sustainable organisational growth ($f^2 = 0.116$, $p<0.05$; Table 9, Figure 3). The path coefficient was in the same direction as hypothesized, hence the hypothesis that talent development was related to sustainable organisational growth is supported. The findings lead to the conclusion that developing talented workers at the hospital is what contribute to growth and sustainability of the long-term plans and survival of the organisation (Malik, Saleem & Naeem, 2016; Al-Khasawneh and Futa, 2013; Cruz et al., 1999; Malos, 2012; Northouse, 2011).

The respondents of the study believe the degree to which employees become more creative could be attributed to the existence of talent development strategies

at the St Francis Xavier Hospital. The findings of Humaid (2018), who looked into Talent Management and Organisational Performance: The Mediating Role of Employee Engagement: A Case Study, back up this study. In the Gaza Strip, the Palestinian Bank. The study discovered that the Bank of Palestine in the Gaza Strip has a modest level of Talent Development, indicating that the bank's management needs to focus more on personnel development. In the Bank of Palestine, there was a statistically significant link between Talent Development and both organisational performance and employee engagement. In Bank of Palestine, Talent Development has a substantial impact on both organisational performance and employee engagement, indicating the importance of developing the bank's most talented and competent personnel. Employees of the Bank of Palestine in Gaza were subjected to comprehensive training and development programs. However, there is a dearth of honest input for the purposes of improvement.

The hypothesis 1c of this study sought to test the effect of talent retention on sustainable organisational growth. The hypothesis was stated that;

H1c: Talent retention has a positive effect on sustainable organisational growth

Based on the path estimation, the results of the PLS-SEM showed that talent retention had no significant effect on sustainable organisational growth ($f^2 = 0.768$, p>0.05; Table 9, Figure 3). The result supported the hypothesis that talent retention has a positive effect on sustainable organisational growth. It leads to a conclusion that the use of an efficient talent retention system in providing a conducive working environment creates a positive creativity of employees and hence, contributing to the overall organisational growth. The significant relation with talent retention and

good organisational climate tends to improve on the overall performance of the organisation. Furthermore, the existence of career opportunities such as the availability of mentors, succession planning, retirement preparation and job rotations had positive impacts on employees' retention. These findings are significant because from the employees' perspectives their desire is to align their skills and development in such a way as to have a successful career. The employers on the other hand want to integrate the same functions to ensure that the corporate talents are used to the fullest.

A summary of the decisions with respect to objective one is presented in Table 10.

Table 10: Summary of objective 1

Hypothesis	Beta	t-value	Decision
TA-SOG	-0.121	1.541	Not Supported
TD-SOG	0.242	3.274	**Supported**
TR-SOG	0.672	7.500	**Supported**

Source: Field survey (2022)

Two hypotheses (1b and 1c) stated as part of the first objective were supported because their p-value was <0.05, whilst hypothesis 1a was rejected since the p-value was >0.05. The results, however, show that, talent retention had the highest significant effect on sustainable organisational growth due to the magnitude of its path coefficient (0.672), this is followed by talent development (0.242). It should be noted that talent retention had a higher effect on sustainable organisational growth in the hospital industry than talent acquisition.

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Objective 2

The second objective sought to assess the effect of organisational climate on sustainable organisational growth. The objective was tested as part of the entire model, representing the direct path from corporate culture to organisational citizenship behaviour. Thus, it was hypothesized that;

H2: Organisational climate has a positive effect on sustainable organisational growth

Table 11: Structural model results for hypothesis 2

	Path	T Statistics	R^2	Adjusted R^2	Q^2	P-Value	F^2
SOG			0.529	0.514	0.243		
OC	0.157	4.918				0.010	0.127

Source: Field survey (2022)

Based on the path estimation, the results of the PLS-SEM showed that organisational climate had a significant positive effect of sustainable organizational growth ($\beta = 0.157$, p<0.05; Table 11, Figure 3). The results show that the climate within the St Xavier Francis Hospital is a key determinant of sustainable organisational growth. Comparatively, Organisational climate (0.157) shows a moderate effect on sustainable organisational growth in tandem with talent management. The results also show that organisational climate has a medium effect (0.127) on sustainable organisational growth based on the criteria of Hair et al. (2014). Therefore, based on the direction and the significance of the path between organisational climate and sustainable organisational behaviour, the study supports

the assertion that organisational climate has a positive effect on sustainable organisational growth.

Because the p-value is <0.05, the study supports the hypothesis that

H2: Organisational climate has a positive significant effect on sustainable organisational growth

The findings of this objective are supported by the social exchange theory. Based on the principle of reciprocity, when the right resource for talent is provided, it gives employees a perception of an organisational climate that supports organisational growth. The study is in line with the findings of Naguib and Naem (2018) who concluded that there was a positive effect of organisational climate on organisational growth. Similarly, Park and Jo (2017) concluded that organisational climate had a positive effect on organisational growth in the Korean government sector. Contrary to the findings of Scott and Bruce (1994), resource supply is positively associated with organisational growth. This shows that the perception of nurses and administrators at the St Francis Xavier Hospital with respect to their organisational climate is key in stimulating the right response in terms of organisational growth and sustenance.

Objective 3

The third objective of this study sought to examine the mediating role of organisational climate on talent management and sustainable organisational growth nexus staff of St Francis Xavier Hospital. Given that talent management has a significant effect on sustainable organisational growth, and organisational climate also has a positive effect on sustainable organisational growth, a mediation test was

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possible. As Nitzl (2016) had indicated, a significant indirect effect is the only prerequisite for establishing a mediation effect. This objective formed the basis for testing this hypothesis. According to the procedure outlined by Hair et al (2017), the mediating effect of organisational climate on the nexus between talent management and sustainable organisational growth was examined through bootstrapping.

The results of the total effect are presented in Table 12. It indicates the significance of every path hypothesized in the model. With respect to talent acquisition, the results of the indicate that talent development has a positive influence on sustainable organisational growth, however, the relationship is also statistically significant (p= 0.002). Whiles there was found a negative significant association between talent development and organisational climate (p=0.125). Talent acquisition had a small effect size on both sustainable organisational growth and organisational climate. However, talent acquisition had no influence on both sustainable organisational growth (p= 0.107) and organisational climate (p=0.756), this shows that the variable (TA) is not fit for mediation analysis.

Table 12: Total effect

	Path	T Statistics (|O/STDEV|)	P-Values	f^2
TA -> SOG	-0.121	1.613	0.107	0.027
TA -> OC	0.034	0.311	0.756	0.001
TD -> SOG	0.242	3.185	0.002	0.116
TD -> OC	0.173	1.535	0.125	0.035

TR-> SOG	0.672	7.261	0.000	0.768
TR -> OC	0.616	8.649	0.000	0.586
OC-> SOG	0.157	4.918	0.002	0.127

Source: Field survey (2022)

From Table 12, it can also be inferred that talent development has a direct influence on sustainable organisational growth (p=0.002), a negative relationship was recorded between talent development and organisational climate (path= 0.173) however that relationship was found to be insignificant (p=0.125). Talent development, therefore, can have a direct influence on stimulating sustainable organisational growth. In this study it has been concluded that organisational climate has a positive influence on sustainable organisational growth (p= 0.002). Having already established a positive relationship between talent retention and sustainable organisational growth (p=0.000), the relationship between talent retention and organisational climate is also significant (p=0.000). Lastly, the results from Table 12 indicate that talent acquisition has a negative influence on both sustainable organisational growth (p= 0.107) and organisational climate (p= 0.756).

Table 13 shows the coefficient of determination and predictive relevance of the model on the two endogenous variables. The results show that the entire model accounts for 73.0% of the variation in the sustainable organisational growth of nurses and administrators at St Francis Xavier Hospital. According to Chin (1998), an R^2 value of 73.0% indicates large variation, which is sufficient (Hair et al, 2017). Also, with respect to the mediating variable, the results show that 52.9% of the variation in sustainable organisation growth is accounted for by organisational

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climate. The Stone-Geisser's Q^2 statistic (Stone, 1974) was used to assess the predictive relevance of the model. The model shows a predictive relevance of 0.383 for sustainable organisational growth and 0.247 for organisational climate indicate large predictive relevance according to Hair et al (2016).

Table 13: Coefficient of Determination (R^2) and predictive relevance

	R Square	R Square Adjusted	Q² (=1-SSE/SSO)
SOG	0.730	0.719	0.383
OC	0.529	0.514	0.247

Source: Field survey (2022)

Based on the positive significant effect of the mediating variable (Organisational climate) on sustainable organisational growth, and the positive effect of talent management on organisational climate, the specific indirect effect was assessed to determine the nature and type of mediating effect as proposed by (Niltz et al., 2016 & Hair et al., 2017). The mediation analysis was tested between talent management and sustainable organisational growth. This led to testing 4 hypotheses with respect to the indirect effect. The results of the specific indirect effect are presented in Table 14.

Table 14: Structural model results for hypotheses 3a,3b and 3c

	T Statistics (|O/STDEV|)	P Values	**Decision**
TA-> OC->SOG	1.883	0.286	Not supported
TD-> OC->SOG	4.610	0.000	**Supported**
TR-> OC-> SOG	3.377	0.001	**Supported**

Source: Field survey (2022)

The first step of testing the effect of the exogenous variable on the mediating variable showed that only Talent development and Talent retention had a relationship with organisational climate. The results from Table 14 shows that organisational climate mediates the relationship between talent development and sustainable organisational growth. The results show that talent development can only influence sustainable organisational growth by supplying the right climate within the organisation.

The results also show that the path between Talent retention – Organisational climate – Sustainable organisational growth is significant. This leads to the conclusion that organisational climate mediates the relationship between talent retention and sustainable organisational growth. The findings lead to the conclusion that talent retention can be complemented by creating an organisational climate that supports growth within the health sector. This finding supports the position that organisational climate integrates members so that they know how to relate to one another and to help the growth of the organisation (Amah & Daminabo-Weje, 2013; McShane & Von-Glinow, 2006) and this has improved the effect of organisational climate on sustainable organisational growth among nurses and administrators in St Francis Xavier Hospital. It also confirms the position of previous studies organisational climate positively relates with sustainable organisational growth (Ameer, 2017; Mahanty & Rath, 2012). This study also supports the claim that organisational climate mediates talent management and organisational sustainable growth (Soieb, Othman & D'Silva, 2013; Khan, Ismail, Hussain & Alghazali, 2020).

Chapter Summary

This chapter began with a description of the respondents to the study. The chapter included an assessment of the influence of talent management on sustainable organisational growth. The second objective assessed the influence of organisational climate on sustainable organisational growth. The results of the study concluded that employees are able to improve more on sustainable organisational growth when the required organisational climate is provided. The study also showed that there was a positive relationship between talent management and organisational climate. Indicating that immediate nurses and administrators within the health sector play an important role in creating a climate conducive for growth and development within their units and departments. The chapter concluded with assessment of the mediating role of organisational climate on the relationship between talent management and sustainable organisational growth. Based the social exchange theory, the study concluded that when employees are supplied with the needed resource for a conducive climate within the organisation, employees reciprocate by engaging in improving on their performance and productivity, and hence, contributing to organisational growth. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The current chapter is the final chapter for this study. As a concluding chapter, it will capture information pertaining to a summary of the study, conclusions on the significant findings of the study, recommendations to the findings, limitations of the study and suggestions for future research. The presentations of the conclusions and the recommendations will be in line with the three specific objectives discussed in chapter four.

Summary

The main aim of this study was to examine talent management and sustainable organisational growth: the mediating effect of organisational climate at the St Francis Xavier hospital. Specifically, the study sought to; assess the influence of dimensions of talent management on sustainable organisational growth of staff at St Francis Xavier hospital; assess the effect of organisational climate on sustainable organisational growth of staff at St Francis Xavier hospital and; examine the mediating role of organisational climate on talent management and sustainable organisational growth nexus staff of St Francis Xavier hospital.

To help achieve these objectives, three supporting hypotheses were formulated and tested accordingly. The study employed partial least squares structural equation modeling as the main statistical technique for testing the hypotheses. From a population of 250 staff constituting of both nurses and administrators at St Francis Xavier Hospital, 154 were sampled, using the simple

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random technique, the Microsoft Excel random number generation was used to randomly select respondents for the study. In total, 154 valid responses were obtained from the hospital. A self-administered questionnaire based on scales from reliable and on extensive literature was administered to the respondents. This was done to avoid common method bias. The instrument centered on characteristics of the respondents as well as the variables considered in this study.

The demographic information on respondents was analyzed using descriptive statistics (Frequencies and percentages). The three main objectives of this study were analyzed using partial least squares structural equation modeling techniques with the aid of the SMART PLS version 3.0, whiles the descriptive were processed with the SPSS Version 26. An alpha level of 0.05 was used for all tests of significance. Three major hypotheses were developed for the first objective, one for the second objective and three for the third objective. The major findings as they related to the specific objectives and hypotheses of the study have been summarized below.

Key Findings

With respect to the first objective, the effect of talent management on sustainable organisational growth of staff was assessed.

1. The results showed that two dimensions of talent management (talent development and talent retention) had a positive significant influence on sustainable organisational growth. However, talent acquisition was found not to influence sustainable organisational growth within the health sector.

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2. The results also showed that talent retention had the largest significant influence on sustainable organisational growth among the dimensions of talent management. This was followed by talent development respectively.

The second objective of this study assessed the effect of organisational climate on sustainable organisational growth.

3. Regarding this objective, it was found that organisational climate had a positive significant influence on sustainable organisational growth within the hospital. The findings of this study show that organisational climate had a larger effect size on sustainable organisational growth, larger than that of talent acquisition.

The third objective assessed the mediating effect of organisational climate on the relationship between talent management and sustainable organisational growth.

4. The results indicated a mediating effect on talent retention and sustainable organisational growth through organisational climate and talent development. The results showed that organisational climate mediated the relationship between two dimensions of talent management (talent development and talent retention) and sustainable organisational growth. Talent acquisition had no significant indirect effect.

5. The findings showed that the direct effect of talent development on sustainable organisational growth could be complemented through organisational climate. In addition to this, the study found a full mediation

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between talent retention and sustainable organisational growth. This shows that talent development could only stimulate sustainable organisational growth through an organisational climate that supports organisational growth.

Conclusion

The conclusions are drawn based on the findings of the study.

1. With respect to the first objective, it is concluded that talent retention is the most important talent management dimension in supporting organisational growth within the health sector. Encouraging systems that retains talented and skilled employees is key to stimulating the growth capacity of employees, and hence, the overall organisational growth.

2. The study also adds that talent development is important for innovation in the context of the employee skills development. This is because when talented and skilled employees are attracted into the organisation, it might be of no essence unless they are nurtured and groomed into their full potential through either mentorship or other development strategies. This hence increases the overall contribution of various employees to the performance of the institution.

3. With respect to the second objective, this study concludes that organisational climate within St Francis Xavier hospital has a strong influence on sustainable organisational growth. Drawing from the social exchange theory, the study concludes that the supply of resource for innovation and creativity will positively contribute to sustainable organisational growth, based on reciprocity. Resource supply in terms of people, time and money are key for promoting growth

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in the health sector. Employees' mutual belief in a supportive organisational climate in the health sector may be lasting if resources are supplied and a conducive climate acts as another antecedent of sustainable organisational growth.

4. Finally, this study concludes that talent acquisition can only influence sustainable organisational growth by creating a conducive organisational and supportive climate within the health sector. This implied that proper systems adopted by the organisation in employing or recruiting talented and skilled employees contributes to innovation and hence increase in employees' innovativeness and creativity at the workplace through a conducive organisational climate. It is also concluded that the most effective form of talent acquisition within the St Francis Xavier hospital is to establish independent bodies within the institution to solicit for skilled and talented labor. By offering resource support in terms of enough time to experiment, qualified human resource and financial support, the right climate can be created.

Recommendations

The following recommendations are based on the conclusions drawn from this study;

1. The management of St Francis Xavier hospital should focus on increasing the utilization of talent management dimensions like Acquisition, Development and Retention. These are effective Talent management dimensions which should be looked at, these speeds up the rate of creating an innovative workplace and increase in employee creativity within an organisation, thereby resulting in a sustainable organisational growth. It is therefore recommended that management of the

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hospital, work on determining the skills that the institution requires to apply the recruitment and acquisition strategies, using the internal employee referral programs widely to bring in new employees, and as well design a more practical hiring system and take into consideration the "quality of hire".

2. It is also recommended that, management of the institution should invest in improving and developing their employees to have a sustained competitive advantage, continuous giving of honest feedback for developmental purposes to employees and also transferring expertise from experts to fewer expert employees. Training must focus on encouraging on the developmental schemes available to employees and also encouraging growth within the health sector.

3. The management of the hospital should undertake awareness creation and sensitization of employees within the hospital to appreciate talent as an influence relationship and to employ the right mix of expertise within their respective context to improve the climate within the hospital and spur innovative creation among the staff.

4. It is recommended that leadership at the St Francis Xavier hospital put mechanisms in place which allow employees to experience an innovation supportive climate. These include; making resources available, including the time required to continuously engage in innovation activities; providing financial resources specifically for generating and implementing innovative ideas and; allowing employees to take risks in the pursuit of innovation and to tolerate and learn from failures. These tend to cause an ever increasing and sustained organismal growth.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses. Also, other control and mediating variables, which may tend to influence the relationship and interaction between talent management and sustainable organisational growth other that organisational climate could be adopted.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Telephone:	**03321 32440/32444 Ext. 219/220**	**UNIVERSITY POST OFFICE**
Direct:	**03321 37870**	**CAPE COAST, GHANA**
Telegrams:	**University, Cape Coast**	
Telex:	**2552, UCC, GH.**	

Dear Sir/Madam,

INTRODUCTORY LETTER FOR HILDA DARKOWAA DICKSON

The bearer of this letter, HILDA DARKOWAA DICKSON is an MCOM (Management) student of the Department of Management, School of Business. He is writing his thesis on "**TALENT MANAGEMENT AND SUSTAINABLE ORGANISATIONAL GROWTH: THE MEDIATING EFFECT OF ORGANISATIONAL CLIMATE AT THE ST FRANCIS XAVIER HOSPITAL**".

We would be grateful if you could assist him with the filling of the questionnaires and any other information that he may need to complete his work.

We appreciate your co-operation.

Yours faithfully,
Signed

N.O.O.

HEAD

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APPENDIX B: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Commerce (Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: "**TALENT MANAGEMENT AND SUSTAINABLE ORGANISATIONAL GROWTH: THE MEDIATING EFFECT OF ORGANISATIONAL CLIMATE AT THE ST FRANCIS XAVIER HOSPITAL**". This research is in partial fulfillment of the requirement for the award of a Master of Commerce Degree in Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Hilda Darkowaa Dickson

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [√] or write short notes on the space provided where necessary.

1. **Gender**:

a.   Male   [   ]

b.   Female   [   ]

2. Age:

a.   Below 30 years   [   ]

b.   31-40 years   [   ]

c.   41-50 years   [   ]

d.   51 years and above [   ]

3. Level of Education:

a.   Diploma   [   ]

b.   1st Degree   [   ]

c.   2nd Degree   [   ]

d.   Professionals   [   ]

4. Employees' Years of Work in the Organisation

a.   1-5 years   [   ]

b.   6-10 years   [   ]

c.   11-15years   [   ]

d.   16 years and above [   ]

5. Indicate from the category below, which you fall within

a. Nurse   [   ]

b. Administrator   [   ]

SECTION B

QUESTIONNAIRES ON TALENT MANAGEMENT

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of how talent is being attracted into the organisation.

SECTION B: TALENT ACQUISITION

NO.	STATEMENT	1	2	3	4	5	6	7
1	The institution is actively involved in communication and implementation of strategies to enhance our image.							
2	This institutions' good working conditions and fair wages have enabled it to attract and retain the right talents							
3	The way this institution select people based on qualification and skills has increased the retention of employees							
4	The institution strives to build a good brand image to attract and retain talented employees							
5	This institution assures employees job security which helps to attract and retain the right talent.							
6	In this institution, the support for employee training and career progression has enhanced employee retention							
7	Work-life balance as well as social networking facilities in this institution is a motivating factor to our employees' retention.							
8	Good organisational climate is often assured and that explains why the right talents are retained							

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of how talent is being developed into the organisation.

SECTION C: TALENT DEVELOPMENT

NO.	STATEMENT	1	2	3	4	5	6	7
1	In this hospital, appropriate L&D strategies have been put in place which enhances employee retention	1	2	3	4	5	6	7
2	In this hospital, employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things causing retention	1	2	3	4	5	6	7
3	In this hospital in-house development programme is commonly used and this increases retention	1	2	3	4	5	6	7
4	There is Coaching by the line managers in this hospital which leads to high retention	1	2	3	4	5	6	7
5	In this hospital we take Leadership skills development very seriously causing high retention rate	1	2	3	4	5	6	7
6	In this institution we value business skill Development which positively affect retention	1	2	3	4	5	6	7
7	We believe E – learning is of great importance in our hospital and that has enhanced retention	1	2	3	4	5	6	7
8	In this hospital, the emphasised on Teamwork skills Development has caused high retention rates	1	2	3	4	5	6	7

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of how talent is being retained into the organisation.

SECTION D: TALENT RETENTION

NO.	STATEMENT	1	2	3	4	5	6	7
1	The hospital is actively involved in communication and implementation of strategies to enhance our image.	1	2	3	4	5	6	7
2	This hospitals' good working conditions and fair wages have enabled it to attract and retain the right talents	1	2	3	4	5	6	7
3	The way this hospital select people based on qualification and skills has increased the retention of employees	1	2	3	4	5	6	7
4	This hospital strives to build a good brand image to attract and retain talented employees	1	2	3	4	5	6	7
5	This hospital assures employees job security which helps to attract and retain the right talent.	1	2	3	4	5	6	7
6	In this hospital, the support for employee training and career progression has enhanced employee retention	1	2	3	4	5	6	7
7	Work-life balance as well as social networking facilities in this hospital is a motivating factor to our employees' retention.	1	2	3	4	5	6	7
8	Good organisational climate is often assured and that explains why the right talents are retained	1	2	3	4	5	6	7

SECTION E: Organisational climate

Please rate the following with respect to the climate in your organisation by ticking (√) the most appropriate column: Where 1 represents the lowest level of agreement whilst 7 represents the highest level of agreement.

	Statement	1	2	3	4	5	6	7
1	There is adequate time available to pursue innovative ideas here	1	2	3	4	5	6	7
2	There are adequate resources devoted to innovation here	1	2	3	4	5	6	7
3	Funding to investigate creative ideas is not a problem here	1	2	3	4	5	6	7
4	The reward system here encourages innovation	1	2	3	4	5	6	7
5	This assembly gives me free time to pursue creative ideas during the workday	1	2	3	4	5	6	7
6	Personnel shortages do not inhibit innovation in this assembly	1	2	3	4	5	6	7

SECTION F: Sustainable Organisational Growth

Please rate the following with respect to the indicators of sustainable organisational growth in your organisation by ticking (√) the most appropriate column: Where 1 represents the lowest level of agreement whilst 7 represents the highest level of agreement.

	Statement	1	2	3	4	5	6	7
1	In this hospital, we believe talent management increases our competitiveness	1	2	3	4	5	6	7
2	My hospitals' talent retention strategy has led to an increase of sales	1	2	3	4	5	6	7
3	Talent management in this hospital leads to increased employee productivity.	1	2	3	4	5	6	7

4	This hospital internal recruitment policy helps to uplift employee morale	1	2	3	4	5	6	7
5	This hospitals' formal succession planning has contributed to a high return on investment.	1	2	3	4	5	6	7
6	In this hospital, we develop programs and initiatives that enhance employee development for sustainability	1	2	3	4	5	6	7
7	This hospital strives to establish career paths and families of jobs in every department which tends to influence growth	1	2	3	4	5	6	7
8	This hospital believes career planning facilitates the expansion and growth of this company	1	2	3	4	5	6	7

Adopted: Lyria, R.K. (2014)

THANK YOU FOR YOUR COOPERATION

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